The Life of LEONARD WOOD

JOHN G. HOLME

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General Wood and His Family

Taken while his two sons were in uniform during the World War. Left to right, standing: Lieut. Osborn Wood, Miss Louise Wood, Captain Leonard Wood, Jr. Sitting: Mrs. Wood and General Wood.

THE LIFE OF LEONARD WOOD

BY

JOHN G. HOLME

ILLUSTRATIONS
FROM
PHOTOGRAPHS

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INTRODUCTION

NEVER since the Civil War have the American people been in greater need of strong and intelligent leadership than to-day. The period of reconstruction, about which we began to talk soon after we entered the late war, is now upon us with problems more complex and grave than any with which the nation has had to grapple since the days of the secession. The administration, which in the summer of 1914 commanded us to remain "neutral in thought" and two years later sought endorsement under the slogan that it had "kept us out of war," subsequently informed us that this world would be a different and a better one after it had been made "safe for democracy."

This is indeed a different world from that of a few years ago, but most of us are convinced that, whatever its faults, we at least live in the best part thereof. Behind that conviction, however, arises an apprehension, born of events during the past year, of impending attacks on the most cherished institutions of our republic. When law and order are defied, when the authority of the central

government is challenged by organized groups whose avowed aim is to establish internationalism by the destruction of nationalism, it becomes easy to understand why the American people at this time are looking anxiously toward their future security and displaying profound interest in that group of national leaders from which most probably will be chosen the next President of the United States. The late war, the greatest in history, has left the world a legacy of social and economic problems more grave and troublesome than the problems of any other period in modern times. It will devolve on the next administration to solve at least some of these problems and to shape a wise policy which will lead to the solution of others.

Hundreds of millions of men and women in America and in Europe have been released from a titanic struggle which cost countless sacrifices in blood and treasure. These millions are now recovering from the shock of battle. They are trying to find their peace balance. It is difficult work, for the world is still economically upset, and socially in a state of turmoil. Since that memorable day in November a year ago, when Prussian autocracy surrendered, giving up its pretentions for world dominion, literally thousands of remedies have been offered for the war ills of

civilization. It seems to the writer that not a single one of these suggested remedies can equal the simple and homely formula spoken before an audience in Passaic, New Jersey, on the evening of January 11, 1920. The speaker wore the khaki uniform of an American army officer. His bronzed, kindly face was deeply lined with furrows and his voice rang with emotion as he said:

"The watchword of this country to-day should be 'Steady' and the slogan should be 'Law and Order.' Hold on to the things that made us what we are. Stand for government under the Constitution. Stand for the homely, plain things which really lie at the foundation of our government. We want to stand with our feet squarely on the earth, our eye on God, our ideals high but steady."

The speaker was Major-General Leonard Wood, and it seems to me that in the above words he came nearer to giving voice to the thoughts that lie closer to the heart of the American nation to-day than the whole host of political prophets who have addressed us during the past year.

I believe there is no man in this great land who can point to a career richer in service to his fellowmen than this doctor-soldier-administrator. He has devoted his whole life to his country in a profession that is not popular, except in time of war.

And yet his great deeds, bestowing happiness on alien peoples and undying honour on his own country, have been performed in the capacity of a civil administrator, a business executive. There is no parallel to Wood's Cuban labours. Wood's record in Cuba forms one of the shining chapters in our national chronicles, one of the fair pages in the history of civilization. When in 1903 the University of Pennsylvania conferred on General Wood the honorary degree of LL.D., Dr. Horace Howard Furness said: "Can mortal lips pray for a fairer guerdon in this life than to be able to 'scatter plenty o'er a smiling land' and on the cheek where malaria spreads disease bid 'health to plant the rose'? Or by wise statesmanship to lure again to their peaceful paths traffic and commerce, affrighted by turbulence of war? Or to hear the lisping hum of schools beneath the Northern pine reëchoed beneath the waving Southern palm?"

To what extent this saviour of Cuba became the rescuer of the United States during the late war we of the present generation may never be able to determine. What we do know is that he stirred the soul of America by his courage and patriotism when other leaders of our country maintained and enjoined on us a craven silence. How many parents of this land owe the lives of their sons to

the wise preparedness labour of General Wood? We can only speculate on the answer, and recall the remark of General "Lighthorse Harry" Lee: "Convinced as I am that the government is the murderer of its citizens which sends them to the field uninformed and untaught—I cannot withhold my denunciations of its wickedness and folly."

"I am not astonished at your ability to recruit and train 4,000,000 troops in nineteen months," said a French officer detailed to one of our National Army camps, "but your ability to train the officers for these troops is miraculous."

Wood was the precursor of that miracle. His Plattsburgh camps became the model of our officers' training camps, and the model was in perfect working order a year before we entered the war. Leonard Wood has achieved a high distinction as an army officer, and yet a more unmilitaristic, more democratic American you cannot find among the hundred million inhabitants of this country.

. . . . . .

The writer of this brief outline of the life and works of Leonard Wood is by profession a newspaper man who has had wide experience meeting the prominent men of the United States, and has an unusual ability in analyzing and estimating character. He has sought my advice and assist-

ance in the compilation of this book; and being acquainted with both the subject and the author, I have read the manuscript with much interest and believe the book will be of great value to any reader. Of the career of Leonard Wood, the late Theodore Roosevelt said, when writing in *The Outlook* in 1910, at the time that Wood was promoted to the post of Chief of the General Staff of the U. S. Army: "His career has been astonishing, and it has been due purely to his own striking qualifications and striking achievements."

FREDERICK MOORE.

New York, February 27, 1920.

THE LIFE OF
LEONARD WOOD

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I

Early Boyhood and School Days

A LITTLE more than twenty years ago—the exact date was December 12, 1899—Leonard Wood, a Major-General of volunteers, received the oddest, and at least in some respects the most interesting, order that any government has ever issued to an army officer.

He was appointed Military Governor of an island which had for four hundred years been a colonial dependency of one of the most reactionary monarchies on the face of the globe, and ordered to train its million and a half inhabitants for democratic self-government, and do the job as quickly as he could and then come home. The appointment made him absolute ruler over the island and its inhabitants. He became, in fact, if not in name, a monarch. His job was to build and re-

build and repair all the civil institutions of the island, such as the courts, the customs and postal departments, the school system, the electoral system, and to supervise and aid the writing of a constitution. Wood finished the job in two years and a half and came home.

Two years before receiving this appointment to rehabilitate Cuba and set her on her own independent feet, Wood was an obscure army surgeon with the rank of a captain. Long before he had finished with Cuba he was an international figure. When he came home, he was assigned to a somewhat minor post in the Philippines. After that he became Chief-of-Staff in Washington. Then he was shifted from one post to another such as any General might fill. To-day he is commander of the Central Department with headquarters in the half-empty War Department building in Chicago, a few blocks north of the Chicago River; and he is more talked about throughout this country than when he was sole master of the island of Cuba.

If he had followed the ordinary rules, his public demise should have taken place about the time he embarked for the Philippines to take a subordinate post in the islands. However, he did the Philippine job so well that he was made Chief-of-Staff of the United States Army. But thereafter a decent

permanent burial in one of our quiet army bureaus might have been expected under a Democratic régime, especially for a man who had been so closely identified with the preceding Republican administration. Instead of that Wood is to-day the leading candidate for the Republican party's nomination for President of the United States.

He was not to be permitted to take an active part overseas in the late war. Nevertheless, like all our general officers in charge of troop training camps at home, he had to be sent to Europe for an inspection of the battlefields. A French artillery piece exploded, killing several officers in his party and severely wounding General Wood. At the close of the war, Wood was one of the very few American generals entitled to wear a wound stripe.

General Wood has never kept quiet in any job he has ever held in the United States Army during his thirty-five years of active service. When there was work to do, he has done it, from chasing bad Indians all over our great Southwest back in the 'eighties and over a good slice of Mexico's northwest, to teaching Cuba how to rule herself. When he had nothing to do but run one of our army departments, which practically run themselves, and draw his army salary, he would pick up odd jobs such as preaching preparedness for the late

war, and organizing camps for the training of officers. He has been a breeder of action just like his closest friend, the late Theodore Roosevelt. By keeping in such exercise, he has persistently declined to outlive the great reputation he made in Cuba. Otherwise various Republican State organizations would not be endorsing him for presidential candidate at the present time.

Wood is fifty-nine years old, strong, and in splendid physical condition. He stands about five feet ten or eleven inches, and weighs close to two hundred pounds. He is a powerfully built man with the bulging muscles of one who has done manual work. If he were in civilian clothes, you might take him for a sea captain for he walks with an exaggerated rolling gait rather than a limp, the result of an accident which impaired his left leg some years ago. His voice is deep, with splendid carrying qualities, and yet it is pleasant, even gentle. There is utterly nothing of military fuss or pomp about this man who has been in uniform most of his life. But he carries a distinct air of authority, the natural attribute of a veteran army officer. In speech he is always direct and forceful, sometimes picturesque. His eyes are blue and his hair is of a neutral light colour and looks as if the sun, rather than age, had faded it. His face is lined with deep furrows, the brand that the sun and wind

of the Southwest, where he spent ten years of his early army life, stamp on the countenances of the farmers and rangers of that region.

He is a New Englander by birth, and he can trace his genealogy through a line of farmers, merchants, soldiers, sailors, and doctors, back to the earliest New England Colonial days. On his paternal side he is descended from Peregrine White, the first white child born in Plymouth colony, whose parents came over on the *Mayflower*. The New England stock from which General Wood is descended has mixed democracy in politics with its religion for four hundred years, and it has not been accustomed to compromise with its convictions in either politics or religion.

Recently a New England admirer of General Wood sent him his genealogical table, tracing his ancestry on both his paternal and maternal sides back to the first appearance of his various forebears on American soil. The document is interesting in the fact that nearly all the branches of his family seem to have settled in this country before the Revolution; with rare exceptions the names indicate Anglo-Saxon origin. A few names which might be Irish or Welsh appear in the table, and one French name, Jacques, probably French-Canadian. But the most prevalent names are those of Wood, Hagar, Bragg, Boynton, Nixon,

Reed, Thompson, White, Fiske, Flagg, Pierce, Cutler, and Berry. One of his ancestors on his mother's side, Brigadier-General John Nixon, had a distinguished record in the War of the Revolution, commanding a company at Lexington, a regiment at Bunker Hill, and a brigade at Saratoga.

Names gather their traditions and character and they need not acquire fame or distinction before so doing. These old New England names borne by General Wood's grandsires suggest such decent human careers as built the foundation of our Republic—sailors, farmers, village storekeepers, and merchants—the stock from which our country drew its strength in time of trouble, the stock which supplied the pioneers of the West.

Leonard Wood was born in Winchester, New Hampshire, on October 9, 1860, the son of Dr. Charles Jewett Wood and Caroline Hager Wood. When Leonard was a few months old the family moved to Massachusetts, where the father responded to Lincoln's first call for volunteers. He served in the Forty-second Massachusetts regiment for the greater part of the Civil War, and was invalided home shortly before peace was restored. When the son was eight years old, Dr. Wood settled in Pocasset on Cape Cod, and in this barren but picturesque region Leonard Wood grew to early manhood. There seems to have been noth-

ing especially remarkable about his boyhood or early youth.

He attended the village school in Pocasset, and a boyhood friend described him as a stocky, well-built lad with blue eyes and hair of the colour of caulking-tow. He was shy, silent, and sensitive. He showed in school a fondness for the languages and history, but he disliked mathematics. He read mostly books on travel, history, and adventure with an occasional novel.

Like most Cape Cod boys, he was an excellent sailor and swimmer. He was an out-of-door boy as he has always been an out-of-door man. Incidentally, it may be mentioned that it is the out-of-door boy and man who is physically best fitted to perform the most gruelling indoor work. The days young Wood spent exploring the hills of Cape Cod and sailing on Cape Cod Bay and Buzzards Bay were days well spent for himself and his country. These days built up a body which later fought malaria, yellow fever, and typhoid in the pest holes of Cuba, and won out.

There never was a surplus of wealth in the Wood family, and Leonard Wood had to plan early in life to take care of himself. He attended Middleboro Academy, where he made more of a reputation as an athlete than student, and yet he kept up with his class, never neglecting his studies;

but when it came to cross-country running, football, and other sports, he entered into his work with a zest which set him apart from his fellow students. When he finished at Middleboro, he was famous as a cross-country runner.

He was now face to face with the problem of choosing a career. He had a deep longing for the navy, but in those days the chances for advancement in the navy were poor. He got in touch with an Arctic expedition and went so far as to purchase equipment for the northern journey. Then came a council of war between father and son. The father did not seem to think much of the Arctics as a field of endeavour for a young man, especially as there were plenty of openings in the United States for any ambitious youth. He advised his son to take up his own profession, that of medicine, with the result that Leonard Wood entered the Harvard University Medical School in 1880 and graduated in 1884.

"I had a general notion that I wanted to be of some service to my country," said General Wood when asked about his boyhood ambition. "I also wanted to see something of my country besides the East. When I found that I could not get into the navy, I determined to try the army."

Wood made his own way through college, partly by the aid of a scholarship, but principally by

tutoring and doing other odd jobs. What with attending to his studies and making his own living, he was too busy to devote much attention to athletics, and most of his football playing was done in later years at army posts. Football has always been his favourite game, and he played it whenever he had a chance until he was nearly forty years old. He would have kept on with it but for the fact that his duties took him to Cuba and the Philippines, and football is not a game for the tropics.

After his graduation from Harvard he served an internship in the Boston City Hospital, specializing in surgery. One of his old friends described Wood as having been a shy and silent young man about this time, "a regular hog for work," who could always be depended on to attend to his patients with the utmost care. He opened an office in the poorer section of Boston, but as most of his practice was city charity work, it was not especially remunerative.

II

Soldier and Surgeon

AFTER a few months of general practice Wood went to New York City and took the examination for a surgeon in the United States Army with fifty-nine other young physicians. He surprised himself by passing second on the list. There was no immediate vacancy in the army Medical Corps. However, there was Indian fighting cropping out in the Southwest, and on June 5, 1885, Wood received his appointment as assistant surgeon. There was some dispute about the matter of his rank and he was asked if he would enter the service as a contract surgeon.

"Yes, if I can go West and see active service."

He was assured that he would see all the active service that he wanted, and during the next few years he realized that this was no idle talk.

He was ordered to Fort Huachuca, Arizona, where General Crook was in command of the operations against the Apaches, and assigned to Whipple Barracks under the command of Captain Henry

W. Lawton, already a noted Indian fighter. Lawton later won great fame as commander in Cuba and the Philippines. Leonard Wood reached Whipple Barracks late in the afternoon of a broiling Fourth of July. There was an old-fashioned Independence Day celebration in full swing at the post. Soldiers, cowpunchers, frontiersmen, and half-breed Indians were observing the day in true Western style with liquor and gunpowder. The young New Englander received a characteristic greeting from Captain Lawton, who looked him over somewhat critically, and said:

"What in hell are you doing out here?"

"I want to get into the line as soon as possible."

This was the sort of an answer that appealed to Lawton, who at once changed his attitude and said:

"Come along and I'll see what I can do to help you."

This help consisted in giving the new army doctor an immediate chance to see early action. There was a detachment about to be sent out on an Indian chase, and Wood was given orders to accompany the troops. The column started off early the next morning, Wood being presented with an unassigned horse. "A very special horse," the sergeant remarked as he handed the reins to the tenderfoot.

It was indeed something of "a special horse" as its rider soon discovered. It was half-broke and ill-tempered to boot. Even the veteran troopers had dodged it because of its vicious gait. It proved, in fact, to be nothing less than an "outlaw" and the young Easterner was not an experienced horseman.

There was not a man in the outfit that did not expect Wood to be thrown; at least the troopers were certain he would fall back after an hour or so. But Leonard Wood had already acquired the habit which has stuck to him throughout his life, that of finishing any job he undertook to do. He rode his "outlaw" thirty-five miles the first day, and he was not thrown. During the next five days he averaged eighteen hours a day in the saddle or marching, and this over the roughest country in Arizona and in the blistering heat of midsummer. It was a tough test, even for the veterans. Wood was scorched and blistered, but he never thought of giving up, and his temper was not even spoiled. He smiled and kept up with the old troopers. He never got the opportunity to rest and mend, and in the language of the army he "healed in the saddle." Within a few weeks he was able to out-ride and out-march many of Captain Lawton's veterans.

It had been Leonard Wood's good fortune to

join Captain Lawton just at the beginning of what developed into the last long campaign of the war with the Apaches who were under the able leadership of the notorious Geronimo. There was not much actual fighting. Geronimo was by far too shrewd a commander to be drawn into a pitched battle. He and his "human tigers" waged war by assassination. They would raid white settlements and Indian reservations alike, kill white and red alike, round up the live stock, and flee to the mountains. Their depredations extended into Mexico, and the warfare into which Wood was plunged took him over wild, rough country on both sides of the line. Three months after he joined Lawton's command he was leading small picked forces whose officers had broken under the strain. He was rapidly establishing a reputation among the old troopers for his remarkable physical strength and endurance, qualities which enabled him not only to make good as an Indian fighter, but made it possible for him later in life to stand up under the terribly unhealthful conditions in Cuba and the Philippines.

The campaign which resulted in Geronimo's capture lasted for more than fourteen months. During most of this time the young army doctor was on the trail.

The pursuit led over the roughest and wildest

sections of our Southwest, and into the Mexican states of Sonora and Chihuahua. The course taken by the Indians lay to the west of that followed by General Pershing when he chased Pancho Villa across the border. General Nelson A. Miles had succeeded General Crook, and being one of the greatest Indian fighters the country ever produced, he had definite ideas on conducting a campaign against the red men. His formula was to follow the Indians night and day wherever they went, no matter how rough the country, and never to give them any rest until they were killed or captured.

There could be but one outcome to the unequal struggle. The tragic doom of the red man was sealed the moment he determined to pit his brute power against the brain power of the white man. However, in the campaign against Geronimo's Apaches, the odds were often in favour of the Indians; and here the story of all our Indian wars, as well as the story of most wars between civilized men and savages, was repeated. The eventual outcome was never in doubt, though the outcome of each individual engagement or skirmish was always doubtful. Our soldiers had to fight the Apaches in their own natural environment, under conditions most favourable to them. The Apaches were masters of the wilderness. They could live

off the land wherever they went, subsist on roots, cactus, mice, rabbits, woodchucks, and other rodents when they couldn't steal cattle. They knew all the hiding places in the unsettled regions of the great Southwest. They could travel at remarkable speed on horseback or on foot, being unimpeded by baggage or commissary stores. They would steal horses, ride them to death, then eat them.

To deal with these savages on anything approaching equal terms, the white soldiers had to become masters of the wilderness. They, too, had to toughen their bodies until they were equal in endurance to the red men. They had to accustom themselves to long forays, and dispense with their pack-trains carrying food supplies. They might in time equal the Indians in their knowledge of the country. They could never hope to develop the red man's keen natural sense of sight and smell and hearing, or his animal-like ability to divine the proximity of a foe.

When Leonard Wood abandoned his civil career and joined the army, our great Western country was in that stage of early development which offered the most alluring prospects for young men of his professional training and natural ability. Horace Greeley's famous slogan, "Go West, young man, and grow up with the country," was still as

fresh as the day it was uttered. It was still shaping the careers of thousands of enterprising young Easterners. Each west-bound train, one might say, carried its Greeley cargo of young men and high hopes. Never was there a movement of immigration destined for greater success than that which moved across the Mississippi in the 'seventies and 'eighties. Leonard Wood could have satisfied his desire to see the West by moving into one of the booming Western cities and hanging out his shingle. With the prestige which a diploma from one of the country's foremost educational institutions gave him, his professional success and material prosperity were virtually assured.

One could readily understand how a reckless youngster, spoiling for the want of action, whose mind was filled with the adventures of the buffalo hunt, the mining field, and the Indian chase, would go into the army or seek the frontiers to satisfy his desires. But Wood was not of that type. He was a thoughtful, quite young man on whom the impress of our Eastern culture had indelibly left its mark. It was unusual in the extreme not only to find a man of his stamp along the frontier, but to find him holding his own in the physical tests which the life of the frontier demanded. And Leonard Wood had entered on this life with a serious purpose, that of serving his country while satisfying

his own youthful craving for adventure and the wide, open spaces.

Geronimo and his band would no doubt have escaped had they been content to remain in the fastnesses of Sonora and Chihuahua in the fall of 1885. But they were on the war path. In the spring of 1886 they returned to the north, invading the United States and committing innumerable atrocities. *Now* began the great chase which was to take Captain Lawton and his picked force of troopers and Indian scouts more than two thousand miles. It was in this brief but terrible campaign that Wood won his laurels as an Indian fighter. He had by this time been commissioned first lieutenant. Early in the pursuit he covered a distance of one hundred and thirty-six miles in thirty-six hours on foot and on horseback. On another occasion, after a day's march of twenty-five miles with his troopers and Indian scouts, he rode seventy-four miles during the night, carrying dispatches, and on the following day he marched thirty miles. A good share of the time the chase led over a desert country, and it was not uncommon for the pursuers to be without water for from eighteen to twenty-four hours. The only consolation that the white men had was that the Apaches were suffering no less. They knew from unmistakable signs that the end was

in sight. The Apaches had ceased to rob and murder, a sure indication that they were contemplating surrender.

The troopers were in fact wearing out the Indians. It was the Fourth Cavalry, Lawton's command, that did most of the chasing and fighting. Members of this troop said that before Geronimo was captured, Wood was known as one of the few white men of the Southwest who could ride, run, or walk down an Apache. Wood and his men traversed on foot and on horseback the mountains and deserts of New Mexico and Arizona where no white man had ever been before. They would flush the Apaches, scatter them, drive them away from their food stores and stolen cattle, thus following the Miles formula of never giving the red men rest.

Finally came the report that Geronimo wished to open communications. Lieutenant Gatewood was sent by Captain Lawton accompanied by two friendly Apaches into the hostile camps to demand capitulation. This Geronimo refused to do saying that he would only talk with "the officer who had followed them all summer," namely, Lawton. Shortly afterward satisfactory arrangements were made for a formal surrender of Geronimo and his hostile tribe to General Miles, Lawton acting as an intermediary.

© Paul Thompson

At a Flower Show in New York

Theodore Roosevelt, Leonard Wood, and Arthur Woods, formerly Police Commissioner of New York City

The preliminary negotiations took place near Fronteraz, a little hamlet south of the border in the State of Sonora. It was agreed that the troops and the Indians should move northward into the United States, and as a mark of good faith, Captain Lawton, Lieutenant Wood, and two other officers were to travel with them. The two columns became separated through a mistake in orders and contact was lost between the American troops and the Indians. Captain Lawton had to leave the Apaches in search of his troops. Thus Wood and his two brother officers were practically left as hostages with the Indians.

Their position at first seemed precarious, to say the least. Only a few weeks before the reds had been murdering every white person who came within their reach. Writing of this incident, General Wood says:

> Instead of taking advantage of our position, they assured us that while we were in their camp it was our camp, and that as we had never lied to them they were going to keep faith with us. They gave us the best they had to eat and treated us as well as we could wish in every way. Just before giving us these assurances, Geronimo came to me and asked to see my rifle. It was a Hotchkiss and he had never seen its mechanism. When he asked me for the gun and some ammunition, I must confess I felt a little nervous, for I thought it might be a device to get hold of one of our weapons.

I made no objection, however, but let him have it, showed him how to use it, and he fired at a mark, just missing one of his own men, which he regarded as a great joke, rolling on the ground, laughing heartily and saying, "good gun."

Late the next afternoon we came up with our command, and we then proceeded toward the boundary line. The Indians were very watchful, and when we came near any of our troops we found the Indians were always aware of their presence before we knew of it ourselves.

After a northward march of eleven days the two columns came to a halt and a formal surrender took place in Skelton Cañon. Geronimo spoke no English and the conversation between him and General Miles was carried on through an interpreter.

"General Miles wishes to assure you that he is your friend," said the interpreter, addressing Geronimo.

"I've never seen him, but I have been in need of friends," replied Geronimo, who was gifted with a sense of humour. "If he is my friend, why has he not been with me?"

Everybody laughed at the Apache leader's joke, and the negotiations proceeded through the mediumship of the interpreter and the eloquent sign language of which General Miles was a master. Contrary to all expectations, the death

penalty was not imposed on Geronimo or Natchez or any of the other Apache leaders. In his own dictated story, published many years later, and dedicated to Theodore Roosevelt, then President of the United States, Geronimo tells of the peace negotiations and mentions that Dr. Wood was one of the men who came into his camp to deal with him.

Although at this time he was only a junior officer with very limited army experience, Leonard Wood immediately drew the attention of General Miles, who says in his published memoirs:

> I also found at Fort Huachuca another splendid type of American manhood, Captain Leonard Wood, Assistant Surgeon, United States Army. He was a young officer, age twenty-four, a native of Massachusetts, a graduate of Harvard, a fair-haired, blue-eyed young man of great intelligence, sterling, manly qualities and resolute spirit. He was also perhaps as fine a specimen of physical strength and endurance as could easily be found.
>
> . . . His services and observations and example were most commendable and valuable, and added much to the physical success of the enterprise.

At the time he wrote, Wood had won a captain's commission, but he was only a first lieutenant when General Miles met him at Fort Huachuca.

Captain Lawton, in his official report of the campaign, says:

> No officer of infantry having been sent with the detachment. . . . Assistant Surgeon Wood was, at his own request, given command of the infantry. The work during June having been done by the cavalry, they were too much exhausted to be used again without rest, and they were left in camp at Oposura to recuperate.
>
> During the short campaign, the suffering was intense. The country was indescribably rough, and the weather swelteringly hot, with heavy rains for day or night. The endurance of the men was tried to the utmost limit. Disabilities resulting from excessive fatigue reduced the infantry to fourteen men, and as they were worn out and without shoes when the new supplies reached me July 29th, they were returned to the supply camp for rest. . . . Heavy rains having set in, the trail of the hostiles, who were all on foot, was entirely obliterated.
>
> I desire particularly to invite the attention of the Department Commander to Assistant Surgeon Leonard Wood, the only officer who has been with me through the whole campaign. His courage, energy, and loyal support during the whole time; his encouraging example to the command when work was the hardest and prospects darkest; his thorough confidence and belief in the final success of the expedition, and his untiring efforts to make it so, have placed me under obligations so great that I cannot even express them.

There have been few men in the United States Army whose standards of soldierly conduct were

higher than those of General Lawton, few officers whose commendations were more highly prized. This rough old warrior, like Wood, was a product of Harvard. Between the two there sprang up an intimate friendship which lasted until the death of General Lawton in the Philippines. It was of inestimable value to Wood to be associated with such a man in his early career. Although they differed greatly in temperament, both were born leaders, both soldiers by nature. Wood learned much of military art from him and of the still more complex and difficult art of handling men of all types under trying conditions.

It is impossible not to be impressed by the praise bestowed on the young medical officer, who had come into the army totally without military training, and who, within a few weeks, had displayed such striking qualities of leadership, and had so quickly mastered the essentials of military science, that he was entrusted with command of troops in a difficult campaign. He had come from the most densely populated and the most cultivated section of the country into a howling wilderness, there to join in a life-and-death struggle waged between American troopers, who were by no means a set of Sunday-school boys, and a band of Apaches, whose name has been perpetuated in our and other languages as an epithet descriptive of savage

brutality. He won distinction in the conflict which tested not only personal bravery, but the highest qualities of manhood.

In March, 1898, nearly twelve years after the Geronimo campaign, Leonard Wood was awarded the Congressional Medal of Honour, then, as now, the highest military decoration within the gift of the nation. It was presented "for distinguished conduct in the campaign against the Apache Indians in 1886 while serving as medical and line officer of Captain Lawton's expedition."

III

With Cleveland and McKinley

FOLLOWING the surrender of Geronimo and his band of Apaches, Leonard Wood found time to study the intricate technical side of military science to which he devoted himself with characteristic energy. He had already learned how to get the maximum amount of work out of himself by keeping his body in top-notch physical condition. This work knowledge he applied to his perusal of standard works on military technique and military organization and to the practical troop maneuvers in the field.

During the Indian campaign he had become greatly interested in the heliograph system of signalling which General Miles was developing. To expand his signalling system, General Miles ordered a survey of the State of Arizona; and because of the intelligent interest which Wood had displayed in this work, Miles made him one of his chief assistants. The survey consumed several months, and when it was accomplished Wood

probably had a more thorough knowledge of Arizona than had any other army officer.

In 1889 Wood was assigned to army headquarters in Los Angeles as one of the staff surgeons. It promised to be an uneventful assignment, but Wood did not find it so. He continued to devote himself to his military studies, and incidentally to engage in his favourite pastime, football.

Up to this time he had served constantly as an army surgeon. His work as line officer in the Indian campaign and on the surveying expedition as well as his study of military science, was purely voluntary. The fact that he was known as a resourceful surgeon caused General Miles to summon him to his bedside after a serious accident. The General's horse had fallen with him, crushing his leg. The most skillful surgeons of Los Angeles attended the distinguished patient and all agreed that an amputation was necessary.

"The doctors say that they will have to cut off this leg, but they are not going to do it," General Miles said to Wood when he arrived. "I'm going to leave it to you. You'll have to save it."

After a thorough examination of the injured leg Wood announced confidently that there was no necessity for amputation. In a reasonable time General Miles was walking around on two legs, his injury healed.

In spite of the severe lessons of the past, scattered bands of Indians would go out on the war path now and then only to be rounded up by our cavalry after a few weeks. In 1888 another band of Apaches broke out of the reservation. This time the leader was the Apache Kid who endeavoured to duplicate Geronimo's reign of terror in the Southwest. Because of his experience in Indian fighting, Wood was assigned to the Tenth Cavalry which crushed the savages in a campaign lasting only a few months. Wood was then ordered back to California where he served at various posts until 1892, when he was assigned to Fort McPherson near Atlanta, Georgia. In the year previous he had been promoted to the rank of captain.

It was at Fort McPherson that Leonard Wood won his greatest reputation as a football player. For two years he was captain and coach of the Georgia Institute of Technology team, losing but one game. At that time the rigid inter-scholastic rules which now govern the sport had not been adopted, and no objection was found against the appearance on the gridiron of the husky, middle-aged army officer who could buck the line or shoot around an end with the impetus and speed of an undergraduate of eighteen.

There is an incident told by one of his fellow football players which illustrates Wood's Spartan

courage and recalls the tale of old "Oom" Paul Kruger, the late president of the Transvaal, who is credited with having pulled out one of his own molars which was aching. One day in a football scrimmage Wood received a deep cut over one eye. He dressed the wound hastily himself and continued playing. After the game he returned to his office, sterilized the wound, and standing in front of his mirror, took four stitches in it.

During the time of his service in the West he had met Miss Louise A. Condit Smith, a niece of Chief Justice Field of the Supreme Court. They were married after a brief courtship in 1890. Their union has been a very happy one and has been blessed by three children, two boys and one girl, now grown up to manhood and womanhood. Mrs. Wood shared her husband's devotion to outdoor life and the simplicity of his tastes. Both of the sons served in the late war. As captain of infantry, Leonard Wood, Jr., was more successful than his father in getting over seas to fight in the war for democracy. On being discharged from the army, he entered the oil business in Texas in which he is still engaged. Osborne C. Wood, the second son, a member of the class of 1920 of Harvard, left his studies shortly after war was declared and enlisted as a private. He won his commission but was not called upon for overseas duty. At

this writing he is still on active duty. Louise Wood, born in Havana, Cuba, while her father was Governor-General of the island, is attending school in the East.

As is generally the case with men of ambition and initiative, married life brought to Leonard Wood a sharp sense of family duties and responsibilities. Life at the army posts in California and Georgia was pleasant. His duties as surgeon were light, and he found ample time to devote himself to his family and to football and other sports. But in the meantime, he was approaching middle age, the prospects for advancement were meagre, and he felt that he had accomplished little to provide for the future of his family. He was becoming famous in the South as a football player, but when he took stock of himself, as he often did, he could not help realizing that he was marking time just like many of his brother officers. In other words, he was passing through that unpleasant stage which most army and navy officers well know when they are speculating on leaving the service and making a fresh start in some other pursuit offering more activity for their talents and greater financial rewards for their families and themselves.

"I made up my mind that if nothing happened before I was forty, I would resign," said General

Wood in discussing this period of his life. "I was still in love with the West, and I was seriously thinking of going in for ranching. I had practically decided to become a rancher when the Cuban situation took a turn which made it virtually certain that we would have to interfere sooner or later."

Even at that, interference in Cuba hung fire so long that Wood, as well as many others who felt deeply that it was our duty to come to the assistance of the struggling little island, almost gave up the hope that Uncle Sam would don the armour of a knight errant, and challenge the power of Spain.

When reports from the Klondike, whither thousands of adventurous young men had flocked to make their fortunes, told of the frightful hardships which the miners were suffering, Captain Wood felt that he had at last found a job to suit his taste. Here was a chance to combine useful service with all sorts of adventures. He was then stationed in Washington where he had found a man after his own heart, Theodore Roosevelt. On the many long tramps which they took around Washington Wood tried his utmost to induce Roosevelt to join him on a relief expedition to the Klondike to save the miners from disease and starvation. Nothing but Roosevelt's firm belief

that there was a bigger job ahead, where their country would need their services on the battlefield, prevented Wood from leaving for the wilderness of Alaska.

It was his marriage that led Leonard Wood directly to the great turning point of his career—his assignment to Washington in 1895, where he was destined to form the acquaintance and win the close friendship of two of the outstanding figures of American history around the close of the last century—President Grover Cleveland and President William McKinley, and of a third man, who was just looming into national prominence, Theodore Roosevelt.

Washington, with its social glitter, was most attractive to a certain type in army and navy officialdom. It was an ideal place for officers who were blessed with private fortunes, and whose wives had social aspirations. Captain Wood was inclined to look upon the Capital as a respectable morgue for a man in his position, and Mrs. Wood had no social ambitions, but she had lived much of her life in Washington. Many of her girlhood friends and close relatives resided there. She had always been a great favourite of her distinguished uncle, Mr. Justice Field, and he had often expressed the desire that she and her family might be near him in his declining years.

Captain Wood, who had already begun to think seriously of doffing his uniform for the overalls of a rancher, thought it would make little difference whether he spent a year or two in Washington before resigning his commission. Life at the national Capital might offer a pleasant diversion and bring him in contact with interesting figures in public life, and in later years he might be able to sketch word pictures of Senator Blank and Congressman Blink for the amusement of his children.

There was no private fortune on which to draw. Wood had only his captain's salary, and life in the Capital was expensive compared with that at an army post like Fort McPherson. In view of these facts it is doubtful whether he would have accepted the Washington appointment if Mrs. Wood had not been drawn thither by family and friendship ties. His title in Washington was that of Assistant Attending Surgeon. He was the official physician of the Secretary of War and the medical adviser of army officers and their families residing in the Capital. The naval surgeons, attending the President and his family, might call him into consultation if they felt like so doing.

There was this much to be said for his new post: it gave him as a physician a group of distinguished

clients and brought him into contact with some of the country's leading political figures, even if it gave him no additional emoluments. On the other hand, Wood was thinking of dropping both his professions as soldier and physician.

It has been said of Cleveland that he picked his friends with great care and dropped them bluntly if they did not measure up to his standards. He was finishing his second term when Wood first met him. Wood at that time was thirty-five years old, hard as nails, physically, his face bronzed by his out-of-door life and exercise. Cleveland received him kindly and it was evident that he liked this stocky, self-reliant army officer, for soon Wood began to receive calls to the White House to attend the Cleveland family. Cleveland found in Wood not only a doctor in whom he had confidence, but a kindred spirit. Here was a man who knew little of politics and less of society, but did know a great deal about shooting and fishing, the President's favourite sports. He liked to chat with Wood about the latter's Western experiences, and in turn Wood loved to hear the President recall his early career, his political battles in New York, and his fishing and hunting adventures.

Wood was one of a party invited by Cleveland for a cruise off Cape Hatteras shortly after the

inauguration of President McKinley. It was a delightful vacation. Off duty, Grover Cleveland would drop his official dignity and talk freely of men and politics, and now he was a private citizen once more, and glad to be rid of the burdens of his office. Wood has written the following sketch of Grover Cleveland as he appeared on leaving office:

> I remember very well his words, as he sat down with a sigh of relief, glad that it was all over. He said: "I have had a long talk with President McKinley. He is an honest, sincere, and serious man. I feel that he is going to do his best to give the country a good administration. He impressed me as a man who will have the best interest of the people at heart."
>
> Then he stopped and said with a sigh: "I envy him to-day only one thing, and that was the presence of his own mother at his inauguration. I would have given anything in the world if my mother could have been at my inauguration," and then, continuing: "I wish him well. He has a hard task," and after a long pause: "But he is a good man and will do his best."

There was one subject in particular where Cleveland and Wood met on a common ground and that was in their discussion of the region around Buzzards Bay. Here they had both fished and hunted,—Wood when he was a boy, and Cleveland, when he was the head of the nation, accompanied

by his old cronies, such as Joe Jefferson, the actor, and others.

As a rule, military officials are little affected by changes in the national administration, and after McKinley's arrival in the White House Wood found himself occupying relatively the same position that he had held under Cleveland. He became one of the attending physicians who watched over the invalid wife of President McKinley. As his duties took him daily to the White House, he soon grew to know intimately its new occupants. At the same time, life in Washington began to assume a new and a more tense aspect. The outlook in Cuba was growing serious, and Captain Wood was thinking rather less of ranching and more of active service for his country.

Leonard Wood first met Theodore Roosevelt at a social function given in the Lowndes house in Washington in 1896. Roosevelt was then Assistant Secretary of the Navy. After a few moments' conversation the two discovered that they had just missed each other at Harvard. Roosevelt, two years older than Wood, had graduated in the spring of 1880. Wood had entered in the fall of the same year. Both had succumbed to the Western fever early in their youth, and both had reached middle age with a remarkable similarity of views, retaining a clean, boyish enthusiasm for

sports, athletic games, and all keen physical exercise, and a boyish admiration for feats of physical strength and prowess. Roosevelt never did outgrow this youthful quality. It was this gift of the gods which all people who knew him loved in him best of all

They walked home together that night talking of the West, of the clean sports to which both were devoted, and in the course of that evening began a friendship which was to last till the death of Roosevelt.

"Did you and Roosevelt ever have a scrap?" General Wood was asked at one time by an impertinent questioner.

"Never," was the decisive reply. "No, we never had a quarrel. We often disputed. We had our differences, but there never was a break in our relationship. Our friendship was based on our common likes and dislikes. We both loved sports and out-of-door life. Roosevelt had opportunities which I never had for study and travel and exploration. However much I should have liked to have done so, I never could devote myself to the natural sciences as he did. We were in accord in our political views, believing in simple and equal justice to all classes. Both of us felt particularly strongly on the Cuban situation. We felt that it was our duty to free the island from the

outrageous injustice of Spanish rule, and feeling as we did that we should have to intervene sooner or later, both of us did all in our power to urge preparedness for the struggle.

"There was very little that I could do, but Roosevelt was in a position to do much to prepare the navy for the war and he was not found wanting in his duty."

The friendship of Roosevelt and Wood has no parallel in the public life of our country. Both were men of great strength of character and conviction, both ardent believers in American democracy and institutions, and both possessed that quality of picturesqueness which appealed greatly to the people of this country. They both came from the East, one a New Englander and a descendant of the people, and the other a New Yorker of the aristocratic Dutch stock on his father's side and of the aristocratic South on his mother's side; and yet they savoured in their speech, their appearance, and in their personal and mental habits, of the open Western country. It seems curious that two men who so often proved their qualities of leadership should never clash during the many years of their association.

The explanation lies in the deep respect each man had for the other. There is an extremely interesting remark of Wood's quoted by members

of the Harvard Club of New York. Roosevelt and Wood were guests of honour at an informal affair in the club one night after Roosevelt had finished his second term as President. The toastmaster introduced Wood as the ex-President's commanding officer in the Spanish-American War. Wood, referring to the days of the Rough Riders, said:

"President Roosevelt was the most subordinate subordinate I ever had."

Roosevelt might have said the same of Wood. When he was Commander-in-Chief of the Army and Navy, Wood found no occasion to dispute his authority.

They took it out on each other with single-sticks, substitutes for broad-swords, with which they fenced; with the boxing gloves, which they often put on; in wrestling matches; football scraps, which they staged with junior army officers and others around the Capital, and in stiff jaunts over the hills and valleys near Washington. The spirit was always one of jest and good humour, but it took a good man to stand up under the blows dealt by Wood's right in a boxing match; and Roosevelt at play was no gentle gamboling lamb.

They shared vacant lots about Washington with the school youngsters of the city, kicking the football around on autumn afternoons. They made

brave efforts to ski down hills and ravines which barely had enough snow to cover the grass. On many of their rambles about the environs of the city they were accompanied by their sturdy youngsters, for the family ties of both men were very strong. They were so nearly matched in strength that they found an added pleasure in boxing and wrestling. Later, when Roosevelt had become President, and Wood famous for his Cuban administration, Washington was inclined to pull long faces over their boxing and wrestling bouts.

Wood to-day admits that it was largely due to Roosevelt that he remained in Washington. He was bored with the inaction and longed for the West. He stood high in his profession as physician and surgeon—one of the most honourable of professions, but it so happened that he was not cast in that mould. His nature required more active and strenuous life. Roosevelt was certain that the Cuban situation would soon compel the United States to act, and urged Wood to defer his ranching venture.

But the President moved cautiously. He had served in the Civil War and knew what war was. The delay was not without its value for Roosevelt and Wood, who had time to mature their plans. Before war was declared by an act of Congress they

had thought of organizing a volunteer regiment composed of exceptionally hardy and adventurous young men. However, the idea of the Rough Riders did not originate until after the declaration of war, when it was conceived by United States Senator Francis E. Warren of Wyoming. Senator Warren proposed that Congress authorize the organization of three volunteer regiments of cavalry to be made up of the wild riders and adventurers from the Western plains and mountains. Congress did so, and Wood immediately made application for commission as Colonel of one of these regiments to be known as the First United States Volunteer Cavalry. This was the official name of the regiment which soon after its organization began was dubbed the Rough Riders. Roosevelt was commissioned Lieutenant-Colonel.

Senator Warren's original idea which made a dramatic appeal to the youth of the country was only modified to the extent that Wood and Roosevelt as leaders of the First Cavalry drew a large number of Eastern athletes and sportsmen, college men and social leaders, and members of some of the best-known families of the land. The composition of the regiment, made up as it was of Western cowpunchers, miners, gamblers, Indians, and Eastern aristocrats, each one of whom could fight his own weight in wildcats, made it some-

what resemble the world-famous French Foreign Legion, with the exception that it was thoroughly national, thoroughly American.

There were a few minor hitches in the way. Secretary of the Navy John D. Long, under whom Roosevelt had served as first assistant, strongly objected to his leaving the department, but Roosevelt was not the sort of a man to remain in a subordinate berth when there were prospects for active service in the field. Russell A. Alger, Secretary of War, offered Roosevelt the colonelcy of a regiment, but as the latter knew little or nothing of military science, he refused. Fortunately, Wood and Roosevelt managed to cut through the departmental red tape which came so near strangling our war preparations in 1898. As a result the Rough Riders were the first volunteer regiment to be ready for the front.

IV

Commander of the Rough Riders

IN HIS history of the Rough Riders, Roosevelt wrote: "We started with the odds in our favour."

The difficulties in recruiting were of a minus quantity, consisting of rejecting men. Wood had been in the army long enough to be thoroughly conversant with departmental red tape and how to avoid it. He knew just what he wanted, and knew how to cut corners in obtaining the materials he required if it was possible to do so.

As the official physician of Secretary of War Alger, Wood had come to know him intimately and win his trust. Alger recognized in him a practical military man who had made an excellent record in the Apache wars. Observing the hopeless mass of confusion which existed in the War Department, Wood hit upon the plan of going to the Secretary of War and requesting a carte blanche to go ahead with organizing and equipping the regiment. Alger was delighted with this arrangement and said:

"Go right ahead and don't let me hear a word from you until your regiment is raised. When your requisition and other papers are ready, bring them to me to sign, and I'll sign them."

Armed with this authority, Wood, who knew what he needed to equip a cavalry regiment, gained a long lead on all of the other volunteer units. Wood had seen enough of actual fighting to realize how impossible it is to follow to the letter all military rules and regulations in war times. The regulations called for the use of sabers by cavalry. It takes a long time to train men in the skillful use of sabers and speed was a prime necessity at this time. Moreover, Wood did not think that sabers would make a practical weapon for volunteers mounted on half-wild Western horses. It occurred to him that the machete would be a much better weapon to use in Cuba, and he knew of a New England firm which manufactured these tools for the Cuban sugar fields. So machetes were ordered for the Rough Riders. Wood wanted Krag-Jorgensen carbines with smokeless cartridges, for he expected that his cavalrymen might make themselves useful fighting as infantry. But the Krags were scarce. Wood knew where to go for the few that were in stock without wasting steps. He went to General Flagler, explaining what he had done and telling him that he was in a

hurry to equip his regiment. General Flagler promptly put through the order for him and the Rough Riders were fully equipped with weapons and ammunition when other organizations had neither.

The War Department was swamped with orders for uniforms. When Wood called upon the Quartermaster-General for clothes, he received a curt reply, saying that no uniforms were available. The answer did not discourage Wood in the least.

"Our men can wear the ordinary army brown canvas working clothes," he said.

Realizing that most of the drilling and all of the fighting would be done in a warm climate, Wood foresaw that the lighter army brown uniforms, not so handsome as the regulation blue, would be far more serviceable. This proved to be a fact. The two innovations introduced by him in equipping the Rough Riders, the substitution of the machete for the saber and of the light working uniform for the heavier blue, proved successful. The machete was found to be an instrument which could be used for all sorts of things, from killing Spaniards and cutting cane and underbrush to sharpening lead pencils.

The mustering places of the regiment were in New Mexico, Arizona, Oklahoma, and the Indian Territory. The response was so heavy that Wood

and Roosevelt could have raised a brigade or division. The number of men allotted to the First Volunteer Cavalry was 780 but was soon raised to 1,000.

"We drew recruits from Harvard, Yale, Princeton, and other colleges; from clubs like the Somerset of Boston and Knickerbocker of New York; and from among the men who belonged neither to club nor college, but in whose veins the blood stirred with the same impulse which once sent the Vikings over sea," Theodore Roosevelt wrote in his story of the Rough Riders.

Among the recruits were star football and tennis players and other college athletes, such as Dudley Dean, Harvard quarterback; Robert Wrenn, another quarter, and at that time the champion tennis player of the country; Hamilton Fish, captain of the Columbia crew; and Woodbury Kane, a famous yachtsman and society leader. All of these young men enlisted as troopers, took their turn at kitchen duty and the other disagreeable tasks which devolves on a fighting man. Young Wall Street bankers and brokers, who measured up to the high physical standard set, abandoned their offices and their luxurious homes, just as did their sons and nephews in the late war, and enlisted, neither seeking nor obtaining preferential treatment.

The mess mates and buddies of these Eastern aristocrats were broncho busters and cowboys from the Southwest, Texas Rangers and Western sheriffs and deputy sheriffs, bear and buffalo hunters from the Rocky Mountain regions, Cherokees, Chickasaws, Choctaws, and Creeks from the Indian Territory. Some of the recruits were veterans of Indian wars, and all of them were imbued with that spirit of patriotism and adventure which characterized the leaders of the regiment. All of them were, of course, crack horsemen and crack shots. There was no difficulty in finding competent officers. Most of the captains and lieutenants had served in the regular army and had resigned their commissions to enter civil life. Most of them knew Colonel Wood or Lieutenant-Colonel Roosevelt personally. Two were West Pointers. They were excellent drill masters and had seen enough of the Far West to know just how to handle the rough material before them and develop it into a disciplined unit. To accomplish this without fight and bloodshed required no less tact than military skill. No officer could afford to assume an overbearing attitude toward these free-born Westerners who were unacquainted with army regulations and customs. Roosevelt tells of one rangy recruit from the Southwest who dropped into Colonel Wood's tent one evening and said:

"Well, Colonel, I want to shake hands with you and say we're with you. We didn't know how we would like you fellers at first, but you're all right and you know your business, and you mean business, and you can count on us every time."

"The faults they committed were those of ignorance merely," Roosevelt writes. "When Holderman, the cook, in announcing dinner for the Colonel and the three Majors, genially remarked, 'If you fellers don't come soon everything will get cold,' he had no thought of other than a kindly and respectful regard for their welfare, and was glad to modify his form of address on being told that it was not what could be described as conventionally military."

Whatever may be the world record in organizing and drilling a regiment to the point where it could give good account of itself in an engagement with veteran troops, it is safe to say that the record of Wood and Roosevelt in whipping the Rough Riders into shape would stand near the top. The United States declared war on Spain April 26, 1898, and on May 29th the Rough Riders left their training camp at San Antonio, Texas, and boarded trains for Tampa, Florida, to be transported to Cuba.

In thirty-three days the commander of the regiment and his able and strenuous Lieutenant-

Colonel recruited, organized, officered, and equipped 1,000 men and they had given the soldiers enough drilling to enable them to win the greatest fame of any single regiment in the Spanish-American War. The Rough Riders received only twenty-one days of actual drilling. When we recall what a hopeless muddle the War Department was in at the time, it must be admitted that to find clothing, arms, ammunition, and mounts for a regiment in about a month's time was in itself something of an achievement. The state of affairs in the War Department is best illustrated by the following story which Wood loves to tell:

"A certain high military officer in Washington whom I met one day was much upset by the sudden war activity, and remarked: 'Here I had a magnificent system; my office and department were in good working order, and this damned war comes along and breaks it all up.' "

The high officer, who made this amusing remark, was talking to the right man. Wood did as much as anybody to break up the obsolete bureaucratic system of the War Department for the inefficiency of which Secretary of War Alger received perhaps more than his due share of the blame.

The journey from San Antonio to Tampa took four days. At the latter place, or rather at Port

Tampa, where the troops embarked, Wood showed his usual resourcefulness in securing a transport. This service was in the same mess as everything else. After the *Yucatan*, lying in midstream, had been allotted to the Rough Riders, Wood and Roosevelt discovered accidentally that this ship had been assigned to two other regiments waiting to embark. Wood immediately seized a launch, boarded the ship and took possession, while Roosevelt rounded up the regiment and marched it at double-quick to the quay, just in time to board the vessel ahead of the other two regiments.

It is not the purpose of this narrative to relate once more the often-told story of the Rough Riders. The regiment landed in Cuba June 22d under the protection of shellfire from American war vessels, and on the day following came the order to advance. The Battle of Las Guasimas took place on June 24th, the Rough Riders under Wood's command occupying the left wing of the American forces.

"When the firing opened some of the men began to curse," Roosevelt writes. "'Don't swear—shoot!' growled Wood, as he strode along the path leading his horse, and everyone laughed and became cool again. The Spanish outposts were very near our advance guard and some minutes of the hottest kind of firing followed before they were

driven back and slipped off through the jungle to their main lines in the rear."

Later, in his description of the action, Roosevelt writes:

> When I came to the front I found the men spread out in a very thin skirmish line, advancing through comparatively open ground, each man taking advantage of what cover he could while Wood strolled about leading his horse. . . . How Wood escaped being hit I do not see and still less how his horse escaped.

Major-General Joseph Wheeler, in command of the cavalry troops at Las Guasimas, made the following official report on the Rough Riders:

> Colonel Wood's regiment was on the extreme left of the line and too far distant for me to be a personal witness of the individual conduct of his officers and men; but the magnificent and brave work done by the regiment under the lead of Colonel Wood testifies to his courage and skill. The energy and determination of this officer had been marked from the moment he reported to me at Tampa, Florida, and I have abundant evidence of his brave and good conduct on the field and I recommend him for consideration of the Government.

On June 25th, Brigadier-General S. B. M. Young, who had played a distinguished part in the Battle of Las Guasimas, went down with the fever. General Wheeler thereupon advanced Wood to fill the

vacancy. Henceforth, throughout the siege of Santiago, he was in command of the Second Cavalry Brigade, serving dismounted. This left Roosevelt in command of the Rough Riders. The promotion of Wood and Roosevelt was confirmed soon afterward.

In an official report dated June 29th, Brigadier-General Young, whose illness hastened Wood's promotion, wrote:

> I cannot speak too highly of the efficient manner in which Colonel Wood handled his regiment and of his magnificent behaviour on the field. The conduct of Lieutenant-Colonel Roosevelt, as reported to me by my two aides, deserves my highest commendation. Both Colonel Wood and Lieutenant-Colonel Roosevelt disdained to take advantage of shelter or cover from the enemy's fire while any of their men remained exposed to it—an error of judgment, but happily on the heroic side.

Methods in warfare have changed. To-day General Wood probably would regretfully reprimand an officer who exposed himself in battle unless it was absolutely necessary. In the Spanish-American War the old tradition prevailed that an officer must at all times show utter disregard for danger and thus set an example of heroism.

There has been much dispute as to what the Rough Riders under Wood actually accomplished

in the first engagement at Las Guasimas. Ever since the Spanish-American War we have often heard it said that the great reputation of the regiment was made by newspaper correspondents and by the prestige which later attached to the name of Theodore Roosevelt.

As a further testimony of the gallant behaviour of the regiment and of Wood's quality as an officer, the following extract from a heretofore unpublished letter written by the late Richard Harding Davis to his brother, Charles Belmont Davis, two days after the Battle of Las Guasimas and dated, "In Sight of Santiago, June 26, 1898," may be of interest:

> General Chaffee told me to-day that it was Wood's charge that won the day. Without it the Tenth could not have driven the Spanish back. Wood is a great young man. He has only one idea, or rather all his ideas run in one direction, his regiment. He eats and talks nothing else. He never sleeps more than four hours and all the rest of the time he is moving about among the tents.

V

The Rescuer of Santiago

IN ALL of history there is no parallel to the service rendered by the United States in Cuba. This is not a boast; it is simply a fact. Nations have come to the aid of sister nations in time of need and have shed their blood to expel foreign foes or crush native tyrants. But the rescuer generally has remained as sovereign or has demanded and received a price in cash or trade concessions. Sometimes the rescuer has fought because his own interests were jeopardized through the invasion of a neighbouring nation's territory.

Great Britain restored peace and some degree of security and prosperity in Egypt and India when these countries were committing suicide through internal warfare and misrule; but the British flag still flies in Egypt and India. Both countries may have been benefited as a whole through British occupation, but England has lost nothing on the transaction.

Sweden during the Thirty Years' War came to

the rescue of the Protestant states of Germany; but the Swedes, who entered Germany as champions of the Reformation, remained as conquerors on German territory till they were driven out.

The United States not only freed Cuba from Spain, but saved her from the tropical pestilences and filth diseases which were decimating the population, restored her civil and commercial institutions, founded her public school system, reorganized her laws and her courts, then established her as an independent republic.

And the chief instrument of the United States in this monumental labour—the finest service ever rendered by one nation to another—was General Leonard Wood.

The most remarkable feature of his success in Cuba is the fact that General Wood entered on his duties there utterly untrained in administrative affairs; yet in summarizing his qualifications for his post, Ray Stannard Baker wrote as follows in *McClure's Magazine* in 1900:

> There are not many men in this or any other country who could have gone into the Santiago of August, 1898, with its thousands of dead and dying, its reeking filth, its starvation, its utter prostration, and made of it in four months' time a clean, healthy, and orderly city. Another soldier might have been chosen who could have preserved order as well as did General Wood; a lawyer

might have organized the judicial system, and a physician reëstablished the hospitals; but it would not have been easy to find another man with the varied material equipment and the requisite physical endurance to serve in a tropical country as a lawmaker, judge, and governor, all in one; to build roads and sewers, to establish hospitals; to organize a school system, and devise a scheme of finance; to deal amicably with a powerful church influence, and yet to appear, in spite of such autocracy, the most popular man in the province.

Writing in the *Harvard Graduates' Magazine* in 1902, Theodore Roosevelt said:

Leonard Wood four years ago went down to Cuba, has served there ever since, has rendered services to that country of the kind which if performed three thousand years ago would have made him a hero mixed up with the Sun God in various ways; a man who devoted his whole life through those four years, who thought of nothing else, did nothing else, save to try to bring up the standard of political and social life in that Island, to teach the people after four centuries of misrule that there were such things as governmental righteousness and honesty and fair play for all men on their merits as men.

Some years later, after Wood had finished his Philippine mission and had become Chief-of-Staff under President Taft, Colonel Roosevelt wrote of him in *The Outlook:*

Like almost all of the men mentioned, as well as their colleagues, General Wood of course incurred the violent

hatred of many dishonest schemers and unscrupulous adventurers, and of a few more or less well-meaning persons who were misled by these schemers and adventurers; but it is astounding to any one acquainted with the facts to realize, not merely what he accomplished, but how he succeeded in gaining the good will of the enormous majority of the men whose good will could be won only in honourable fashion. Spaniards and Cubans, Christian Filipinos and Moros, Catholic ecclesiastics and Protestant missionaries—in each case the great majority of those whose opinion was best worth having—grew to regard General Wood as their special champion and ablest friend, as the man who more than any others understood and sympathized with their peculiar needs and was anxious and able to render them the help they most needed. In Cuba he acted practically as both civil and military head; and after he had been some time in the Philippines, very earnest pressure was brought to bear by many of the best people in the Islands to have a similar position there created for him, so that he could repeat what he had done in Cuba. It was neither necessary nor desirable that this position should be created; but the widely expressed desire that it should be created was significant of the faith in the man.

His administration was as signally successful in the Moro country as in Cuba. In each case alike it brought in its train peace, an increase in material prosperity, and a rigid adherence to honesty as the only policy tolerated among officials. His opportunity for military service has not been great, either in the Philippines or while he was the Governor of Cuba. Still, on several occasions he was obliged to carry on operations against

hostile tribes of Moros, and in each case he did his work with skill, energy, and efficiency; and, once he was done, he showed as much humanity in dealing with the vanquished as he had shown capacity to vanquish them. In our country there are some kinds of success which receive an altogether disproportionate financial reward; but in no other country is the financial reward so small for the kind of service done by Leonard Wood and by the other men whose names I have given above. General Wood is an army officer with nothing but an army officer's pay, and we accept it as a matter of course that he should have received practically no pecuniary reward for those services which he rendered in positions not such as an army officer usually occupies. There is not another big country in the world where he would not have received a substantial reward such as here no one even thinks of his receiving. Yet, after all, the reward for which he most cares is the opportunity to render service, and this opportunity has been given him once and again. He now stands as Chief-of-Staff of the American Army, the army in which he was serving in a subordinate position as surgeon thirteen years ago. His rise has been astonishing, and it has been due purely to his own striking qualifications and striking achievements. Again and again he has rendered great service to the American people; and he will continue to render such service in the position he now holds.

On July 20th, three days after the Americans had entered the city of Santiago, General Wood was summoned by General Shafter in command of the American forces, and ordered to take command

of the city. This was a turning point in General Wood's career. For twelve years he had served as army surgeon and line officer. For the next ten years he was to combine the duties of a general officer and military governor. He was plunged into the most difficult of positions where he had to serve without any previous training as government executive, bring order out of disorder, and create a government as he went along.

It is difficult at this time to visualize the handicap and the trials which beset General Wood when he became Military Governor of Santiago de Cuba. He was just thirty-seven years old. A few months before he had been living the pleasant and orderly life of any army surgeon in Washington with the most distinguished patients in the country. His clients had been President McKinley, Mrs. McKinley, and army officers of high rank and their families. But he had no more experience as a statesman than he had as an aviator. Outside of his interest as a good citizen in good government he knew little of governmental affairs.

"I had never held any office of any sort," said General Wood. "The army offered no training for the duties which might devolve on a military-governor, but I had read a whole lot of British colonial history, so I was not wholly without

guidance. I met each problem that came up and tried to solve it to the best of my ability."

General Shafter selected Leonard Wood because he had made good in the Southwest, because President McKinley trusted him, because he had shown great organizing and executive ability in the late campaign, because he had always throughout his career shown a passion for unselfish, patriotic service, and finally, because he was a doctor, and Cuba was mighty sick.

When General Wood entered on his duties, Santiago was a city of a thousand desperate needs. Here was a community of 50,000 inhabitants, more than 15,000 of whom were sick. It had just gone through a siege, so that most of the population was starving. In addition to the sick among the civil population there were 2,000 Spanish soldiers bedridden within the city, and 5,000 American troops suffering from malarial fevers.

In an orderly community with its governmental machinery intact and its supply of life necessities normal, an epidemic which prostrated one fourth of the population would result in a panic and wild appeals for outside help. But in addition to being sick, Santiago was starving. Its food supply had disappeared into the cellars of hoarders and warehouses of profiteers. During the siege its sources of supply had been cut off.

Under Spanish rule the city had been notorious for its uncleanliness. "You could smell it ten miles at sea," said an old sea captain to an American officer of General Wood's staff, and now it was worse than ever.

The water supply was polluted, inadequate in volume, a sure breeder of typhoid, from which the city had never been free throughout its history. The swamps in the neighbourhood of Santiago breathed a miasma of malaria from which no foreigner was immune.

An experienced organizer and executive, invested with dictatorial powers and having under his command a trained staff of medical officers and sanitation experts, an efficient army to maintain order and carry out his instructions, and plenty of food and medical supplies, might have found it a hard but not an impossible task to clean up Santiago, restore the community to health, and establish order. But General Wood had no such equipment. He himself was a raw recruit as a municipal officer. He was short of doctors, and drugs had to be transported from the United States. When it came to the army, his handicap was rendered even more complex. The army was sick. At first General Wood's assignment to Santiago seemed quite hopeless.

It has been estimated that less than one per

cent. of the American troops stationed in and around Santiago escaped malaria. It was this disease which raised the greatest havoc with our troops. The mortality was not so high, but a soldier subject to malaria might as well be dead as alive, so far as his military usefulness is concerned, the fever being recurrent. A man would be very sick for a few days, then he would partially recover and be able to go on duty; then he would be struck down again. In the course of these attacks the strength of the strongest and toughest trooper would be sapped so that he had little reserve vitality with which to fight off other ills.

The pitiable condition of our troops had been rendered worse by a curious incident which to-day, in view of the rigid censorship that was maintained on all military information during the great war, seems almost grotesque. Alarmed at the high percentage of sickness among the troops, the general officers of the army in Cuba addressed a "Round Robin" to Major-General Shafter stating that "the army must be moved at once or it will perish." Accompanying the "Round Robin" was a succinct statement from the chief medical officers attesting to the danger from malaria and other tropical diseases.

It has often been said that war correspondents ran the Spanish-American War. In this particular

case Washington read the details of the "Round Robin" in the newspapers before receiving any official statement from the commanding officer. General Shafter, on receiving a curt letter from Secretary of War Alger criticizing the "Round Robin," explained that it had been given to the newspapermen before he saw it. The effect of the incident was to create what might be called a near panic at home and a bitter unrest among the soldiers in Cuba, adding materially to the labours of every American officer in the island and the ill-temper of the authorities in Washington.

Secretary Alger in his history of the Spanish-American War denies that the War Department was influenced in the least by the "Round Robin." Nevertheless, the veterans of the Santiago campaign, with the exception of those infected with the yellow fever or those showing symptoms of infection, were removed late in August, 1899, to rest billets at Montauk Point, Long Island. They were replaced by green troops who arrived at the height of the unhealthful season, causing fresh anxiety to all the commanding officers.

At least some of the older troops had become acclimated and used to conditions in the island, and no doubt General Wood's task of saving Santiago from starvation and disease would have been lightened if these veterans had been retained. The

Fifth Army Corps was suffering principally from the effects of the Santiago campaign. The men had been wallowing in mud and water in the yellow fever country for weeks, and had, of course, been thoroughly infected with malaria. It was thought that the new troops, recruited mostly from the Southern states and supposed to be immune from malaria, would fare better with improved tentage and general living conditions. But as General Wood later testified before the War Investigation Committee, the identical troubles suffered by the troops during the campaign appeared among the new and supposedly immune army living in tents with floors, drinking boiled water, and rigidly maintaining all the sanitary precautions prescribed by the army doctors.

General Wood began his labours in Santiago with sick troops, veterans of a few weeks on the island, and he continued his work with sick green troops. As he told the War Investigation Committee, "All the 'immune' regiments serving in my department since the war have been at one time or another unfit for service. I have had all the officers of my staff repeatedly too sick for duty."

In spite of these handicaps, the young New England army doctor stuck to his job. Although in perfect physical condition when he landed in Cuba, hardened and toughened by a decade of

Indian fighting and life in the open, General Wood did not escape malaria or yellow fever. In the midst of his work in Santiago he was taken ill with the latter disease, which had in those days a record of killing four out of five victims, but General Wood was the fifth. Later, when he was Governor of the island, he contracted typhoid fever while inspecting the hospitals of Havana, but again his iron constitution saved him.

Another obstacle in the way of the new military governor was his limited knowledge of the Spanish race and language. There were available only a few Americans who could speak Spanish well and a still fewer number of Cubans who could speak English. "I had picked up a smattering of Spanish while serving down on the Mexican border," he said, "but I required the services of an interpreter on all official business."

Perhaps the worst barrier of all was the profound distrust on the part of the Cuban people of all foreigners, a distrust instilled for generations into their minds by Spain's representatives in the island. The laws of the land, fundamentally sound, had been so administered as to deprive the average Cuban of all respect for law and authority. He knew nothing of honest government or honest administration. In consequence, his civic training had consisted of learning how to evade the law and

cheat officials. Neither his property nor that of any of his ancestors, so far as he knew, had ever been safe from seizure. He and his ancestors had always lived in fear of arrest and persecution by officials whose authority was absolute, and most of whom seemed to be swayed by the old Spanish caste prejudice against the colonial born-and-bred subjects of Spain.

General Wood could hardly expect much civic coöperation from such people. Along with all the rest of the work piled on him he had to win the confidence of the natives, demonstrate to them that although he was an official, he was an honest man from whom they did not have to hide what little property they owned, and that he looked upon them as free men and women, endowed with personal rights which he and all good Americans held sacred.

When he rode into Santiago, Wood encountered dead bodies of men and of animals lying in the streets. Every thoroughfare was piled with dirt and broken furniture and other household utensils. The city had no sewer system, and here and there the open drains had been blocked by the corpse of a human being or an animal. Over the city hovered a multitude of vultures, and it was no uncommon sight to see one of these carrion birds sweep down to feed on carcasses. Scores

of houses were deserted except for the dead bodies they contained. For days there had been no attempt made by the people to bury their dead. The living were too sick, too demoralized by the long and savage struggle of the revolution culminating in the siege, to attend to such elemental duties. Over this dead and dying city there hung the paralyzing fear that at any moment its suffering might be intensified by the recurrent epidemics of yellow fever, small-pox, or the bubonic plague. Never did Hercules himself essay a worse cleaning job than that which lay before the American soldier-doctor.

The first tasks before General Wood were to feed the population and bury the dead. During the siege thousands of women, children, and other non-combatants had been permitted to leave the city and pass through the American lines to El Caney where they were given assistance by the American troops and the Red Cross in securing food and shelter. Now these refugees were straggling back into the city, having utterly no means of subsistence.

There were so many dead that it was found impracticable to bury them. The bodies were collected in lots of fifty to a hundred, soaked in petroleum, and burned outside the city limits. It was horrible work, and men had to be forced to

perform it. But there were many idle and destitute men in Santiago, and all of them possessed the natural desire to fill their hungry stomachs and earn a little money, if they were not too sick to eat and work. These were drafted to clean up the city under the direction of American troops. Sometimes they had to be driven by threats into houses to collect the bodies.

Wood's men worked night and day in the streets collecting the dead animals, cleaning away the filth that had accumulated there for months, and carting everything out beyond the city limits to be soaked in oil and burned. General Wood and his army had more or less literally come into the city armed with shovels, scrub brushes, and disinfectants. Houses and streets and vaults were cleansed by native labour directed by short-tempered American soldiers who were full of quinine and uncomplimentary remarks about army life in Cuba.

We may recall in this connection that architecturally most Latin-American cities are unlike our cities. Our yards surround our houses. In Santiago the houses surrounded the yards. What each courtyard contained was the private affair of the owner, and its state of sanitation depended entirely on his standard of cleanliness. The Americans found these private courtyards depositories

of garbage; and into many of these premises the Americans had to force their way.

There was this consoling aspect to the whole discouraging business: the people were to a certain extent inured to their misery. They were used to dirt, used to hunger, used to disease. The natives were a race of tough survivors.

The cleansing process was followed by liberal applications of corrosive sublimate solution. Even the streets were sprinkled with disinfectants. Inside of four months Santiago was probably the cleanest city in tropical America. It smelled to heaven of disinfectants, but it was clean.

The problem of supplying food for the population appeared at first impossible of solution. There was little or no food in sight in Santiago when the Americans entered on July 17th. Within a few days the Americans had disclosed hoards of provisions here and there. Moreover, the Spanish army, which had now surrendered, had stocked up large quantities for rations. This food was available for distribution among the civilian population while the regular channels of trade communication were being opened. The people of Santiago suffered little from hunger after the Americans took charge.

Henry Harrison Lewis, in an article published in *McClure's Magazine* when General Wood was in

command at Santiago, tells an incident which in these days of high prices is timely and which during the palmiest days of the food profiteers who flourished in this country throughout the great war, in spite of Federal regulations, would have been timelier still. General Wood knew food profiteers in Santiago twenty-one years ago, and in spite of his inexperience in dealing with such persons, immediately hit upon an effective plan to regulate prices. His officers reported to him that merchants in Santiago had considerable quantities of meat and other food, but that the prices were so high that the food was beyond the reach of but few persons. He sent at once for the principal butchers of the city.

"How much do you charge for meat?" Wood asked the butchers.

"Ninety cents a pound, Señor."

"What does it cost you?"

There was hesitation and shuffling of feet; then one of the men said in a whining voice:

"Meat is very dear, your Excellency."

"How much a pound?"

"Fifteen cents, your Excellency; but we have lost much money during the war and——"

"So have your customers. Now meat will be sold at twenty-five cents a pound, and not one cent more. Do you understand?"

Wood then turned to the Cuban Aldermen who were present and charged them with looking after the enforcement of the order on pain of being expelled from office. Thereafter meat was sold in the markets at twenty-five cents. The same simple plan was evolved for all other kinds of supplies. It took Leonard Wood only a few minutes to solve the high cost of living problem in Santiago. He used no more arbitrary methods than were proposed and attempted by the allied countries during the late war. But he enforced his decree to the letter despite the opposition which some of his acts aroused. There was plenty of criticism, for Wood had unmuzzled the press of Santiago for the first time in Cuban history. Wood has never been a believer in censorship.

To one who has read the official records of the occupation of Cuba it seems that Wood started a hundred different projects during his first few weeks as Military Governor. It is remarkable that he was able to carry through within the short period allotted more than a few of these ventures. But all his plans for the betterment of the city and province seemed to develop in a rapid yet orderly fashion. It is true that he was given a free hand. Nevertheless, no one but a man of great executive and organizing ability could have guided the rehabilitation work and pushed it to a completion.

He launched an engineering project for draining the malarial swamps in the neighbourhood of the city; increased the city's water supply; paved streets and built roads; established municipal governments throughout the province; organized pack-train service into the interior; recruited and trained Cuban rural guards to suppress brigandage and maintain order; reëstablished the courts, appointing native judges and prosecutors; founded public schools; and by opening the customs houses, collecting duty, and improvising means for local taxation, paid for all these improvements. He was already teaching a part of Cuba to stand on its own feet.

This reconstruction programme was begun by Wood as soon as the emergency work of cleaning the city, disposing of the bodies of the dead, and providing for the food supplies had been accomplished. In a general way he followed the plan of submitting his various schemes for the civic betterment to the native officials and winning their consent and coöperation in whatever he undertook.

There were no municipal officials to consult. When he took office Wood found himself a ruler over the ruins of a civilization. The civilization which grand old Spain had planted in the island had been crumbling for generations under the

régime of the Spanish bureaucrats and Military Governors who, by their incompetence and corruption, had played the rôles of traitors to their native land which had honoured them with positions of trust and dignity.

The American occupation of Cuba began with the occupation of Santiago province. Prior to the transfer of the island to the United States on January 1, 1899, the territory occupied by the United States military forces was limited to this province and some adjacent territory. Leonard Wood's jurisdiction, which at first covered only the city of Santiago, was soon extended to include all of this territory occupied by the Americans up to the time of the Peace Conference of Paris.

All the municipalities in Santiago province were practically in the same mess as the city of Santiago; all the towns and cities had to be cleaned out, and strict sanitary regulations imposed. There was no government worthy of the name functioning in any of these communities.

One of General Wood's first tasks, therefore, was to build up a semblance of civil government in the various communities. There was no general election law, as we understand it, on the Cuban statute books; so Wood improvised a scheme for filling the necessary public offices, whereby the

Cubans themselves would have the principal voice in choosing their leaders.

He would summon fifty or sixty leading men of a community, representing all classes, and ask them to submit a list of men whom they considered competent and honest enough to serve as municipal officers. From this list he would make his appointments. He would then lay down his instructions to the new officials, charge them with maintaining law and order and enforcing the sanitary regulations promulgated by the Americans. He would tell them that they had the backing of the American army in discharging their duties, and he never failed to make it plain that they would have to attend to business and serve their constituents to the best of their ability, or they would find themselves without jobs.

General Wood established courts throughout the province, appointing judges and prosecutors. He was gradually building up a civilized state on the ruins of the old Spanish crown colony. The hospitals had to be renovated, and the jails cleaned out, and human regulations substituted for the irregular prison rule which prevailed.

Santiago's prisons were indescribable. They were filled with political prisoners and other offenders whose condition was pitiable in the extreme. Investigation of charges against prisoners

revealed that many of them had been thrown into jail by the Spanish authorities without any valid reason. For instance, General Wood found one man in a Santiago prison who had been held there for ten years. There was no charge against him and the prison officials explained that he was simply being held "at the will of the Governor General." Further inquiry revealed that a former Spanish Governor General had ordered the man arrested for some trivial offence, the exact nature of which was never discovered. He had never been tried, and the official who had ordered his arrest had left for Spain many years ago. Scores of illegally held prisoners were released and General Wood issued strict orders that every person arrested must be given trial within twenty-four hours.

Many years before the Americans came to free Cuba a Spanish municipal architect had conceived a plan for a beautiful boulevard along the water front in Santiago. The work had been practically finished except for the laying of a permanent pavement. The boulevard was now rutted and in an ill state of repair, as were most of the thoroughfares in the city. General Wood submitted to the civil authorities of Santiago the necessity for paved streets, and with their consent started an ambitious programme of street im-

provements for which native labour was employed. The marine boulevard was transformed into an avenue of beauty of which any city might have been proud. Being a military man with a most wholesome respect for good roads, and realizing, moreover, the vital necessity for them in a country depending entirely on agriculture, General Wood projected a system of rural highway building. The Spanish had made some efforts at road building in the vicinity of Santiago. What astonished the Cubans most of all was that under the American Military Governor roads could be built superior to those built by the Spanish and for about half the price.

Many an executive placed in Wood's position might have sent his own troops into the rural districts to wipe out or capture the brigands who flourished there, making it virtually impossible for people to resume their peaceful pursuits of agriculture. Now some of these outlaws had at some time fought for Cuba, and to send American soldiers to fight them might have precipitated serious trouble. Besides, American soldiers were not fit for such duty. They would have succumbed to the tropical fevers from which the Cuban bandits were immune. General Wood recognized these facts and organized the rural guards of Cubans, drilled and armed them, and

sent them forth to fight their own outlaws. "Let the Cubans kill their own rats," said the General. This proved both efficacious and satisfactory.

There was no public school system in Cuba, instruction being left to private institutions. Wood devoutly believed then, as he still does, that public education is the cornerstone of every free state. After the cities had been cleaned up, the epidemics checked, and the Spanish troops, prisoners of war, had been sent home, he turned his attention to the schools. When he took command of all of Cuba, Wood had opened nearly two hundred schools in Santiago province in charge of Cuban teachers, the expenses being paid from public revenue.

The methods used in effecting this rehabilitation did not savour much of the military dictator as the following example shows. Throughout its history Santiago had never had an adequate water supply and now it was about one fourth of what the city daily required. The water came from a dam up in the hills which was always breaking. The water was none too good in quality, and Santiago was suffering from typhoid. Wood, being invested with the powers of a dictator, could have ordered another dam built at the expense of the city. Instead of so doing, he called a meeting of the civil officials, explained to them the vital

need for an increased and purer water supply, showed them blueprints of a new dam prepared by American engineers, and asked their approval for raising $100,000 by a bond issue to pay for the work. The city fathers, by a vote, authorized the bond issue and the dam was built.

It was in the matter of issuing and enforcing health decrees that Wood exercised all the power of his office. He decreed that all cases of sickness and death must be immediately reported to the Military Government. Violation of this edict meant jail and fine. As a result the death rate in Santiago fell in four months from two hundred per day to ten per day.

Having made a fair start toward restoring an orderly government, General Wood promulgated a Bill of Rights giving the residents of Santiago the right to carry arms, hold public meetings, and do virtually all things permitted to people under a free and democratic government.

The captain of an army transport during the Spanish-American War gave the following account of General Wood's progress in cleaning up Santiago:

"When we first sailed into Santiago Harbour, late in July or early in August, '98, there were thousands and thousands of buzzards hovering over the city and the water. It seemed to me that

the sky was full of them. In the summer of 1899 there was quite a number of them soaring over the town. Old yellow jack had broken out again, and things looked rather discouraging for General Wood and his men.

"But in the following summer of 1900 we sailed into the harbour one afternoon, and I recall that one of my officers remarked: 'Well, sir, there is only one of them left,' and I saw where he pointed his finger—a lone buzzard floating high overhead. He certainly looked like a very lonesome creature up there."

It took General Wood only a few weeks to destroy the buzzards' business, but it took two years of continuous bad business to drive them off.

Late in 1899, General Wood made a brief visit to the United States, receiving magnificent ovations wherever he went. In recognition of his services in Santiago, Harvard University, his Alma Mater, bestowed on him an LL.D. degree.

"Leonard Wood, Harvard Doctor of Medicine, army surgeon, single-minded soldier, lifesaver, restorer of a province," was President Charles W. Eliot's eloquent and brief eulogy as he conferred the academic honour on General Wood.

Wood's reward from his government was a promotion to the rank of Major-General of Volunteers.

VI

Governor and Business Manager of Cuba

GUIZOT in his history of France tells an interesting incident in the course of the visit of Peter the Great to Paris. The young monarch, who was at that time opening Russia's "windows" toward Europe, demanded shortly after his arrival in Paris to be shown the statue of Richelieu.

"One of his first visits," Guizot writes, "was to the church of the Sorbonne; when he caught sight of Richelieu's monument, he ran up to it, embraced the statue, and 'Ah, great man,' said he, 'if thou wert still alive, I would give thee one half of my kingdom to teach me to govern the other.'"

It was a safe offer. The cardinal statesman was dead. No such liberal offers are made to living statesmen whose abilities and accomplishments are measured on the uncertain and varying scales of contemporary judgment. The head of a great business corporation may offer a princely reward for the services of a little commercial Riche-

lieu, but rulers and nations like to govern or misgovern themselves.

No matter how miserable its state, no nation would appeal to a foreign government expert to come in and govern it and teach it how to live.

However, just such an opportunity came to Leonard Wood when, on December 12, 1899, he was appointed Governor-General of Cuba. He had made good as Military Governor of Santiago city and the province of the same name. His reward was the governorship of the whole island.

Of course Cuba did not invite him to come and rule and teach it how to rule itself. If the people of Cuba had been allowed to have their own way after the Spaniards had been driven out, they would no doubt have escorted the Americans politely to their ships, thanked them for their services, and then the various factions of the island would have continued the war among themselves.

In spite of the conflict which raged in Washington at the close of the Spanish-American War, it was clear to all political parties that we owed a duty to Cuba beyond that of freeing the island from Spanish rule. Cuba had to be put on her feet and given a fair start as an independent nation. General Wood received his appointment as Governor-General from Elihu Root, who had succeeded

Alger as Secretary of War. If, on confirming the appointment, President McKinley had been reminded of Peter's remark before the statue of Richelieu, he would probably have said that he expected Leonard Wood to do a great deal better job than Richelieu ever could have done—and that for the modest salary of an American army officer.

A few weeks before, Wood had been advanced to the rank of Major-General of Volunteers paying at that time a salary of $7,500 a year for the first five years. This was the maximum pay he drew from his government while acting as its chief agent in resuscitating Cuba. However, the embryo Cuban government showed its appreciation of his service by paying him a like sum, making his yearly income $15,000. That is the highest salary he has ever received in his life. Like all army officers without private fortunes, Wood is to-day a poor man.

During his Cuban administration, Wood's administrative genius being recognized, he was offered a business position by an American firm at a salary of $40,000 a year. The hours were short, the work easy and pleasant, his future material prosperity and that of his family assured, but he declined it. One of his earliest ambitions had been to be of service to his country.

He has never lost that incentive. On his Cuban job, Wood laboured from twelve to twenty-four hours a day and the labour was hard.

When he appointed Wood Governor of Cuba, Root knew him only through his official record. The two had met only once. This was at a dinner in Washington when Wood was Military Governor of Santiago. At the time the Senate Military Affairs Committee was sifting the charges against Wood in 1903, Root testified, "He (Wood) was made Governor-General of Cuba on my recommendation. President McKinley did not suggest it."

President McKinley's instructions to the new Governor-General were brief but comprehensive. He merely told General Wood "to prepare Cuba as rapidly as possible for the establishment of an independent government, republican in form, and a good school system." It was a big order, an assignment which any statesman of the time might have been proud to take. No time limit could be set, but as the whole world at that time was watching with jealous eyes the growing power and prestige of the United States; as the statesmen and diplomats of Europe, knowing what a rich prize Cuba was, distrusted our professions, firmly believing that we would annex the island, the administration was keenly desirous of proving as

early as possible its good faith and unselfishness. Hence General Wood's time for performing his great task was limited. He was his own pace-maker, but he was required to set himself a brisk Yankee pace.

Whenever an American commonwealth finds its financial condition unfavourably disturbed through extravagance of public officials, ill-advised legislation, or through necessarily heavy expenditure of funds for public improvements, the cry goes out for a business governor. Many a time in our history have the various states of the Union called for experienced business men to correct the errors of bungling politicians and to pull through executive measures which were primarily business ventures on a large scale.

When one looks back upon Cuba at the end of the last century with her ruined finances, her imperative need for big public improvements, her equally imperative need for the up-building of her agricultural, industrial, and commercial life, one cannot escape the conclusion that what Cuba required was a business administration.

Cuba in 1899 was first of all a business job.

And Leonard Wood, the Governor of the island, had no business experience.

How he measured up as business administrator may be gathered from the following translation

of an article written by a Cuban which recently appeared in a Cuban publication:

Only those residing in Cuba since the Spanish régime can appreciate to its full extent the marvellous progress of the island in the score of years elapsed, due to a great extent to the wisdom of General Wood's administration. When he took possession of the government, the Public Treasury was in a very lamentable condition, as was also all public service. In the first fiscal year (of the American occupation) only $16,151,908.12 was collected in customs revenues. The improvements introduced in the postal service brought $235,854.26 into the treasury. The secretary of the new government collected in the same fiscal year $899,256.54 and by various other means $977,774.65 was taken in, making the total $18,264,793.57. The island was thus becoming normal and the task of the administration somewhat easier. Great sums were invested in public works and sanitation in the cities. The people began to feel satisfaction, using their energies in consolidating peace and reëstablishing normal conditions in the various departments of the national government.

In the fiscal year 1900–01 the collections for the Public Treasury amounted to $18,463,941.47, and from the end of that fiscal year to May 20, 1902, when General Wood and the Government of Intervention withdrew, the collections amounted to $17,071,477.98, that is to say, a total of $58,795,223.40 was collected during Wood's administration. His administration spent a total of $58,160,053.11. When he left Cuba, Wood handed $635,170.29 to the Cuban authorities.

When General Leonard Wood took charge of the

government, there were only 193 postoffices in condition of rendering service. When he left, there were 366 postoffices giving good service.

The telegraph service was very poor and limited. With the help of the army, Wood repaired the existing lines and established new ones leaving the island with 77 stations and 3,518 miles of lines.

It is not possible to enumerate the great many improvements done for the island during his short administration, and it is very difficult to appreciate to-day the hard work done under difficult conditions by General Wood and his men for the benefit of the Cuban people in general. One word should be said here in praise of the Cuban people, and it is that they unanimously gave the best coöperation and help to the Military Governor, realizing the altruistic and patriotic work he was doing for the island. Their efforts and patriotic conduct will bring to them, as it will to the name of General Leonard Wood and his intelligent assistants, the admiration and respect of future generations. The Cubans will forever remember Wood's labours with love and praise.

Just as the history of Santiago under his military governorship was the story of Leonard Wood during that period, so it may be said that the history of Cuba from December 12, 1899, when he was appointed Governor-General of the island, till May 20, 1902, when the Cuban government was turned over to the Cuban people, is the story of Wood. Cuba was his work, his whole life throughout this time.

What he accomplished in creating order out of disorder, building up the commerce of the country, rewriting its laws, establishing its public educational system, fighting its epidemics, founding the courts, remodeling the institutions of corrections and charities, developing public works and settling innumerable public questions which involved exercise of statesmanship, even diplomacy, constitutes Wood's biography during this time.

Wood was less than forty when he became Governor-General of Cuba. He was one of the rulers of the world with a bigger job on his hands than most rulers ever encounter. The chief executives of nations are usually kept busy enough wrestling with current problems, even though they inherit from their predecessors a well-ordered government. But in addition to taking care of the new issues which naturally arise in any country, Wood had to tear down much of the old house that Spain had erected, and build up a new structure. Cuba's government from the constitution down had to be created. As he worked to reconstruct, Wood had to forge the tools with which he laboured.

It is futile to say that the problem before Wood was but the problem of Santiago on a larger scale. He was, of course, much better fitted to assume control of the whole island because of his executive

experience in Santiago, but the whole Cuban problem, because it was on so much larger scale, demanded different methods.

For instance, in case of an epidemic, Wood could stock Santiago city, a town of 50,000 people, with provisions, then put it under lock and key, utterly isolating it temporarily from the outside world. He could suspend practically all business and impose the most drastic sanitary regulations. That is virtually what he did when the yellow-fever epidemic broke forth in the city in the summer of 1899.

But nothing of that sort could be attempted in Havana, the capital of the island, with a population of more than 250,000. Measures wholly different from those used in Santiago province had to be applied to correct the many evils—inheritances of Spanish rule. In addition Wood now had to undertake an immense amount of constructive labour for the whole country. We can only outline the notably important events of his administration.

He consulted Chief Justice White of the United States Supreme Court, who pronounced the Cuban laws sound but the judicial procedure faulty, requiring many changes and modifications. This pronouncement from such a distinguished authority became Wood's guide. He removed judicial

and prosecuting officers who were found to be blameworthy for the miscarriage of justice, and appointed a commission to inquire into the chief faults in legal procedure. The iniquitous fee system for judges and prosecuting officers was abolished, and these court officials were placed on fixed and sufficient salaries determined by the commission. For the first time in Cuban history salaries to public officials were paid regularly. The incentive to graft was removed so far as it could be removed.

Wood found the court as well as other public records of the island in a confused state. He applied a characteristically American method to make them clear and orderly. He established in Havana a free commercial school and furnished trained stenographers, typists, and clericals to the courts and other governmental departments. Within a few months young Cuban men and women were being distributed from this school to the courts and government offices of the island to exercise their skill in making Spanish "pothooks," transcribe their notes on typewriters, and file and index records in true American fashion. It was a simple, common-sense solution of a vexatious problem.

General Wood named a prison commission which went over all the prisons in Cuba and released

scores of prisoners against whom no evidence of wrong doing could be found. The whole prison system was overhauled and remodeled on the pattern of the most modern penal institutions in this country. Under the Spanish régime, youths and first offenders had been thrown into cells with old criminals. They came out infected with crime and vice. He organized a new department of Charities and Corrections under a capable American superintendent, Major E. St. John Greble. A reform school for girls was built at Aldecoa and another for boys at Guanajay where young offenders were taught useful trades while paying their social debts to their country.

One of the great faults of the Spanish administration of Cuba was its fearful extravagance. It was extravagant not only in that it seemed planned with the express view of providing lucrative positions for Spanish bureaucrats, but in that the system itself was wasteful. For instance, there were many local units of government, towns and villages, and rural communities, each of which had only a few inhabitants and none of which was able to pay the expenses of a local government. Wood abolished these small governmental units and merged them with larger communities thus effecting an important economic reform.

Shortly after taking office Wood appointed a

commission to draft a general election law modelled after our own. The Australian ballot system was adopted. Circulars describing the election system, ballot and ballot boxes were sent out to every election district in Cuba, and within six months after he became Governor-General Wood gave the country its first lesson in self-government at the voting booths. For the first time in the history of Cuba the people chose their own local representatives and municipal officials.

One of Wood's hardest battles in Cuba was directed against the railroad companies. Business, big and small, had been pretty thoroughly demoralized during the intermittent revolutions. Nothing much remained of the railroad except an impudent presumption on the part of the railroad officials that they could fix their own rates at any figure they pleased without any regard whatsoever for the public. They would charge as high as eighty cents for carrying a sugar bag weighing three hundred and twenty pounds from plantation to seacoast, while the haul from the coast to the refineries of New York City, a distance twelve times as long, cost but from eighteen to twenty cents. Wood enlisted the services of Mr. E. R. Olcott, an attorney of New York City, who was familiar with the railroad laws of the Spanish-American countries, to rewrite the Cuban railroad

laws in conjunction with General Grenville M. Dodge and Sir William Van Horn. An equitable rate system was enforced, and under the supervision of General Dodge and Sir William the railroads were extended and put in excellent repair.

Under the Spanish régime the railroads had been overtaxed, which in part accounted for the exorbitant rates. They had been forced to pay ten per cent. on their gross passenger service revenue, three per cent. on freight revenue, and four and one half per cent. on their dividends. Wood abolished the gross income taxes and raised to six per cent. the net income tax.

Wood's business ability as an administrator was put to a sudden and unexpected test by the Bacon resolution in Congress in 1900. Up to that time the United States had spent $42,000,000 of its money in Cuba of which $26,000,000 had been expended under Wood. The resolution called for a full and immediate accounting of General Wood's stewardship.

The first ship to leave Cuba for the United States, after Wood received his order, carried a complete statement of expenditures accounting for every dollar and accompanied by vouchers and the original order for all the money spent.

When the Americans entered Cuba in 1898, there were no public schools or public school

buildings on the island. All the educational institutions were private and for the benefit of the favoured few of the upper and wealthier classes. The Spanish government had never distinguished itself either at home or in its colonies by encouraging public instruction. During the latter half of the eighteenth century Cuban youths had begun to flock to British colonies of this country to attend colleges. They returned with progressive ideas which did not suit the Spanish masters of the island, and in 1799 a royal edict was issued warning Cuban parents against sending their sons to the colleges of this country which had just won its independence.

In his instructions to General Wood, President McKinley had ordered him to establish a good school system. When he received the order, General Wood had already founded a public school system in Cuba. While he was Military Governor of Santiago city and province from July 20, 1898, to December 12, 1899, he had established nearly two hundred schools within the territory under his jurisdiction.

Wood now began to create a national system of education. He found two young men among his officers well trained for undertaking this labour. They were Lieut. Alexis Everett Frye, a Harvard man who, before volunteering as a soldier in the

Spanish-American War, had achieved distinction as an educator, and Lieut. Matthew E. Hanna, a West Pointer, who had been a school teacher before entering the Military Academy.

Under Wood's instructions Lieutenants Frye and Hanna drafted a school law modelled largely after the Massachusetts and Ohio systems. The school system was made independent of politics and provided for the election of officials by the people. Due credit in the building of the Cuban schools must be given to Dr. Enrique José Varona, Secretary of Public Instruction, a Cuban.

In every town or community of five hundred people two schools were built, one for each sex. Most of the instructors had little or no teaching experience, but they entered on their duties with a splendid enthusiasm for service, and thousands of little children, black and white, whose parents had never dared hope that their offspring would receive the benefits of education, flocked to the schoolrooms. With the advent of the schools there was a new hope born for the young manhood and womanhood of the island. The school districts were divided into three classes: municipal districts of the first class for cities of 30,000 or more inhabitants; municipal districts of the second class for cities of 10,000 inhabitants and less than 30,000; and municipal districts of the

third class for communities of less than 10,000. These districts were sub-divided into school units having at least sixty resident pupils. Wood and his able assistants took infinite care in choosing textbooks and other school equipment. The schoolrooms were up-to-date in every way. Complete records were kept of attendance and of progress made by the young pupils. Examining boards were appointed. Summer normal schools were established so that the inexperienced teachers could profit by instruction in pedagogy.

Within a year after Wood entered office as Govenor-General more than 3,000 public schools had been opened. In 1902 Cuba could boast of public school enrollment of 256,000 pupils, surely not a bad beginning in a country having a population of only a little more than a million and a half. The cost was $4,000,000. Under Spanish rule the island had been bled for $7,000,000 per year for the maintenance of the Spanish troops and navy in and around Cuba for the express purpose of keeping the natives enslaved. Out of the $34,000,000 collected annually in Cuba, $182,000 had been spent for educational purposes by the Spanish authorities.

When General Wood was organizing the school system, a friend advised him to import American teachers.

"I'll do nothing of the sort," he replied. "If we did, the Cubans would misunderstand us and think we were seeking to 'Americanize' the children."

So native teachers of the best families of Cuba were found to instruct the youth. It was Wood's policy to appoint Cubans wherever possible to official positions. During the reconstruction many of the high executive posts were occupied by Americans who held military rank. The Americans were displaced as soon as Cubans fitted for these high offices could be found. It was an important part of Wood's job to train native public servants so that Cuba might as soon as possible stand on her own feet. To do this he had to conduct in fact a school of democratic government for Cuban people, and to materialize therein all the cardinal principles of American democracy.

While building up the free school system, Wood encouraged the private schools. Technical schools for boys and girls were established in various cities and soon commanded large attendance.

Wood found the University of Havana, the only institution in Cuba conferring degrees, in a curious state of demoralization. The faculty of the University consisted of ninety-six professors, all well paid; but there were only four hundred and six students. Most of the professors had very

little to do, many of them did nothing at all, having no classes, no pupils. The laboratory equipment was utterly worthless, the buildings were dilapidated, and all the furnishings run down. Wood ordered a complete reorganization of the University. He compelled all candidates for the faculty to submit to competitive examinations. He sent purchasing agents to Europe and the United States to buy the most modern equipment, scientific instruments and other necessary apparatus. The University was poorly located. Wood scrapped the old buildings and installed the University in a far superior structure, built by the Spaniards as an arsenal and munition factory and situated on a hill overlooking the city. The University still remains on this site, one of the most picturesque in Havana, commanding, as it does, a view of the whole city.

While he objected to importing American teachers on the ground that the Cubans would justly fear an attempt was being made to "Americanize" the island, Wood endeavoured in every way to give the Cuban teachers the best benefits of our experience in education. In the spring of 1900, Harvard University invited the teachers of the island to spend their vacation at its summer school to learn something of American pedagogy. Wood enthusiastically championed this venture.

He sent 1,280 teachers to Cambridge, Massachusetts, all expenses being paid by the Military Government.

He was under no delusion as to the actual amount of studying they could accomplish on this junket. But what he was anxious for was to have the teachers see something of America and of our best educational institutions, to put them in touch with our leading educators, and to create the friendliest feeling between these guides of Cuba's future citizens and the people of this country. The trip was an entire success and the teachers returned to their schools with fresh inspiration gathered in the course of the delightful journey and their brief period of association with some of the most cultured men and women of our country.

One of the sad problems of the Military Government and one of the most difficult to solve was that of the Cuban war orphans. During the rebellion, which led up to our interference, thousands of families had become disrupted, and thousands of little waifs, who had lost trace of their parents, were begging in the cities. The problem was most similar to that which various American organizations are now seeking to solve in Serbia, Roumania, Poland, and other countries which were over-run by hostile armies in the late war. Wood established five commodious asylums

for the parentless children. Here they were given the best of instructions and the best of care that the country could afford. At that time the question of organized charity had not received the careful study it now has. Twenty years ago we had not heard much of the dangers of institutionalizing and pauperizing individuals dependent on public aid. However, Wood immediately foresaw the possible dangers to which the war orphans might be subjected in these asylums. He therefore gave strict instructions to his subordinates to find suitable, permanent homes for them as soon as possible. This policy was followed in the case of young war victims, so far as it was possible.

The great number of war orphans and the abnormal percentage of common-law unions gave a sinister indication of the decline of Cuba's social state, due entirely to the demoralization of the revolutionary wars. The family unit, the very foundation of every civilized state, was in the process of disintegration. One who delves into the voluminous official reports of the American occupation of Cuba, and reads therein the dry accounts of the conditions which existed at the close of the Spanish-American War, is forced to the conclusion that Cuba needed a Moses, a prophet, whom the people would follow blindly, trust with religious devotion, and for whom they

would sacrifice all their selfish interests and prejudices. That a doctor and soldier of an alien race, speaking but haltingly their language, could so completely immerse himself in their national life, so intelligently understand their requirements, and so wisely solve their complex problems seems almost miraculous.

And Leonard Wood had come to Cuba to fight!

He did fight, but he remained to rule. And for the brilliant success of his administration there is but one explanation—his sound common sense. After all, genius is but common sense developed to the *n*th degree.

Wood knew little or nothing of the so-called arts of statesmanship and diplomacy, and yet he was constantly called upon for the exercise of both in adjusting public questions, which demanded great tact and a sagacious appraisal of social and religious conditions on the island. In settling the questions of the marriage laws and the claims of the Holy See against the United States as successor to the Spanish Government in Cuba he had to play the rôle of a statesman and a diplomat.

There had recently been instituted laws which recognized as legal only those marriages which were performed by judges. Marriages by the clergy were invalid. One can imagine how such a condition of affairs would shock a deeply re-

ligious Catholic community. Thousands of couples had ignored the law. They had been married by the priests of their faith without any civil ceremony. Naturally these good people were outraged by the fact that in the eyes of the law their unions were merely those of common law, and the legitimacy of their offspring was a disputed and unsettled matter. Others had dispensed with all or any ceremony.

Wood immediately recognized the grave injustice and the potential danger of this condition. Although a Protestant in religion, he consulted with the Catholic clergy in drafting a new marriage code which would remove the causes of complaint. The new law gave the same rights to the duly-ordained clergymen of all denominations as to civil marriage officials. The clergy were invested with the right to act as agents of the state in filling out the forms required by the new marriage statute. The children born of common-law marriages were legitimatized.

In the years from 1837 to 1841 Spain had secularized all church property in her colonial possession. Complicated disputes had arisen between the state and the Holy See, finally resulting in an agreement entered into in 1861, whereby Spain promised to return to the church all property not disposed of, and to pay for forty years an

annual rental of more than $500,000 on all other church properties held by the state for various purposes. As a legal successor to Spain in Cuba, the Military Government was presented with a handsome bill by the church authorities. Wood instituted an extensive and thorough inquiry into the church claims. Instead of approaching this matter as though it were strictly a legal case in which the Catholic church was the complainant and the Military Government the defendant, Wood assumed that both sides involved desired only a fair settlement. Investigation showed that the claims of the church were eminently fair, and a full settlement was made to the satisfaction of all parties concerned.

It is practically certain that the legal advisers of the Military Government could have picked plenty of flaws in the church claims, and that, had he so desired, Wood could have evaded full settlement. He went through the unwieldy mass of documents covering the case, but instead of looking for handy pegs on which to hang a legal defence, Wood, guided by sound common sense, recognized the fundamental principles of justice involved and inside of a few days he had settled forever a dispute half a century old. Without amicable relationship with the church Wood's reconstruction work in Cuba would have been

rendered most difficult. His enemies might have charged that he was shrewdly currying favour with the powerful clerical interest. But we shall see, before we reach the end of his Cuban administration, that Wood was unafraid to antagonize even more powerful individuals than Bishop Donatus of Havana, when to do otherwise would have meant breach of trust and confidence.

During his Santiago administration Bishop Bernaba was elevated from the priesthood. An ardent Cuban patriot, he showed great affection for the liberators of his country and extended an invitation to Wood to walk with him in the ceremonial procession from his little parish church where he had served to the Cathedral. The procession was an intensely dramatic and solemn spectacle dominated as it was by the tragedies of the past and the joy of liberation from the Spanish yoke. Thousands of Cubans lined the streets and crowded forward to receive their first blessing from a Cuban bishop. When the people saw the American Military Governor walking by the side of the new Bishop and under his canopy they cried: "Thank God the General is a Catholic." The Bishop was an old man and he was so overcome by his emotions that General Wood had to steady him with his strong arm. Sometimes, as the Bishop leaned forward to bless the people, who one

after another grasped his hand to kiss it, his mitre would slip to one side, but there was a cool and dignified young American General by his side who would straighten the mitre without any embarrassment, and this simple service was received in the spirit in which it was rendered. "Thank God you're here," the Bishop said. "I'm so old that I could not have made this long journey if you had not been here to help me." When Wood told him that he was not a Catholic, Bishop Bernaba said, "You're a good Catholic, only you do not know it."

When, in 1899, Wood left Santiago for a visit to the United States the people of the city presented him with an illuminated scroll in Spanish, reading in part:

"The greatest of your successes is to have won the confidence and esteem of a people in trouble."

After straightening out the Cuban marriage law Wood received the following letter from the Bishop of Havana dated August 10, 1900:

I saw published in the official *Gazette* yesterday the decree whereby you give civil effect and validity to religious marriages. This act of your Excellency corresponds perfectly with the elevated ideals of justice, fairness, and true liberty to which aspired the institutions and government of the United States, which you so worthily represent in this Island.

I gladly take this opportunity of declaring that in all my dealings with your Excellency I have found you ever disposed to listen to all reasonable petitions and to guard the sacred rights of justice which is the firmest foundation of every honoured and noble nation.

I am moved, therefore, to speak the thanks not only of the Catholics but likewise of all others who truly love the moral, religious, and political well-being of the people, and to express to your Excellency the sincere feelings and satisfaction and gratitude for this decree, which is worthy of a wise leader and an able statesman. This, too, gives me confidence that all your decrees and orders will continue to be dictated by the same high-minded and liberal spirit of justice that while it respects the religious sentiment, also guarantees and defends the rights and liberties of all honest institutions.

Very respectfully yours,

X. Donatus, Bishop of Havana.

On leaving Havana in November, 1901, to become Bishop of Ephesus, Bishop Donatus wrote Wood as follows:

Called by the confidence of the Holy Father to a larger and more difficult field of action, I feel the duty before leaving Cuba to express to your Excellency my sentiment of friendship and gratitude, not only for the kindness shown to me, but for the fair treatment of the questions with the Government of the Island, especially the Marriage and Church Property questions. The equity and justice which inspired your decision will devolve before all fair-minded people to the honour, not

only of you personally, but also to the Government you so worthily represent. I am gratified to tell you that I have already expressed the same sentiment to the Holy Father in writing and I will tell him orally on my visit to Rome.

Yours very respectfully,
X. DONATUS, Bishop of Havana.

When he was about to leave for the Philippines after finishing his work in Cuba, General Wood was the recipient of a most remarkable expression of confidence from the Catholic church of this country. A delegation of church authorities headed by the Reverend William Ambrose Jones, later Bishop of Porto Rico, called on Wood to request him to represent the Catholic church in the Philippines. If this were agreeable to him, the delegates said, they would approach the President to suggest that he be invested with the proper authority, whereupon the church would give him full power to represent it in all cases dealing with the Philippine colonial government.

No review of Leonard Wood's career would be complete without an account of the successful campaign fought during his Cuban administration against the plagues of the island, especially yellow fever.

General Wood did not personally slay this monster, which annually took a toll of thousands of

lives and millions of dollars, but with his knowledge of medical science and his physician's appreciation of the importance of conquering the plague, he left nothing undone to smooth the way for the scientists working under his jurisdiction in stamping it out.

There is glory enough for all who shared in the labours of Major Walter Reed, the American conqueror of yellow fever. The hard and difficult campaign which he waged would certainly have been rendered more hard and difficult and costly in life had he not received the intelligent and devoted coöperation of the central Cuban Military Government.

It has never been disputed that it was the conquest of yellow fever which made possible the construction of the Panama Canal at the time it was built. The United States could never have accomplished this monumental feat of engineering with yellow fever infesting the American tropics. The cost in lives would have been prohibitive.

General Wood was one of the first converts of the medical fraternity to the theory that yellow fever was a germ, not a filth disease. He had employed in Santiago city the most modern methods of sanitation and he had strictly enforced his health decrees. But in their effect on yellow fever all these precautions were practically worth-

less. Better sanitation was effected, but even perfect sanitation failed to check the progress of yellow fever.

In 1899, when Wood had made Santiago the cleanest city in tropical America, if not in the Western Hemisphere, a virulent yellow-fever epidemic broke out in the city. The Military Government met the crisis by quarantining the port. Non-immunes were removed, infected houses were closed, and Wood's sanitation squads scoured the community with disinfectants. Even the streets were sprinkled with solutions of corrosive sublimate. Two American physicians, Drs. Carroll and Lazaer, heroically presented themselves for inoculation. Dr. Lazaer died while Dr. Carroll recovered.

In an article on the Military Government in Cuba, published in the Annals of the American Academy of Political and Social Science in 1903, General Wood tells the story of Dr. Reed's discovery. He states that Drs. Reed, Carroll, and Kean called at the headquarters of the Military Government in Havana one day and informed him that they had reached a point in their scientific research where it was necessary to make extensive experiments on human beings. They asked the Governor-General for money to pay those who submitted themselves for inoculation and for au-

thority to go ahead with their dangerous investigation.

General Wood told the physicians that they had the backing of the Cuban Military Government, financial and otherwise. He cautioned them to experiment only on sound persons who understood distinctly the risk assumed. The written consent of the subject must be secured before inoculation. He further stipulated that the subject must be of legal age. General Wood, in a report of the achievement, wrote:

> The stegomyia mosquito was found to be, beyond question, the means of transmitting the yellow fever germ. This mosquito, in order to become infected, must bite a person sick with yellow fever during the first five days of the disease. It then requires apparently ten days for the germ so to develop that the mosquito can transmit the disease, and all non-immunes who are bitten by a mosquito of the class mentioned, infected as described, invariably develop a pronounced case of yellow fever in from three and a half to five days from the time they are bitten. It was further demonstrated that infection from cases so produced could again be transmitted by the above-described type of mosquito to another person who could in turn become infected with the fever. It was also proven that yellow fever could be transmitted by means of introduction into the circulation of blood serum even after filtering through porcelain filters, which later experiment indicates that the organism is exceedingly small, in fact,

that it is probably beyond the power of any microscope at present in use. It was positively demonstrated that yellow fever could not be transmitted by clothing, letters, etc., and that consequently all the old methods of fumigation and disinfection were only useful in so far as they served to destroy mosquitoes, their young and their eggs.

With the establishment of these facts was inaugurated an entirely new method of dealing with yellow fever, a method very similar to that adopted in the treatment of malarial fever cases, only carried out much more thoroughly.

A yellow fever case, as soon as discovered, was carefully isolated in premises inclosed with fine wire screens, and further precautions taken to prevent the mosquito from coming to them. The houses in which cases had occurred were sealed up and filled with formaldehyde or other gases, for the purpose of killing all mosquitoes. The same was done with neighbouring houses. The effect of this method of dealing with the disease was at once apparent. The fever was checked and brought to an end at a time of the year when it is usually on the increase. This was accomplished in spite of the fact that a large number of non-immunes arrived in Havana and other ports of the island. The disagreeable and costly process of disinfection formerly in use had been practically done away with. The means at present employed is much less destructive to property and much less annoying to the people.

Cuba is now free from yellow fever, and has been so for a considerable period. There has not been a case originating in the east end of the island for three years, and none in Havana for more than a year. No epidemic

of yellow fever has appeared in the Southern states in all that time.

Thus the long and tragic history of this dangerous disease which had held back the development of the tropics was brought to a close. In 1901 twenty-nine persons per thousand were admitted to hospitals in Cuba as yellow-fever patients. In 1902 there was one case of yellow fever in the island.

American physicians had achieved one of the greatest scientific triumphs of modern times, making tropical America safe for the whole white race. That is civilization.

The deliverance of the American tropics from the subjugation of the horrible yellow-fever nightmare came with a dramatic suddenness which startled the whole world of medical science. It was the outstanding master-stroke of the American occupation of Cuba as it conferred on humanity a world-wide blessing. Leonard Wood's labour of making Cuba a safer place through the application of the principles of modern sanitation and health measures in general was of slower development. He began fighting his battle for sanitation in the island when he became Military Governor of Santiago and kept up the fight until he left Cuba. He found the island suffering from

tuberculosis, typhoid, glanders, small-pox, and leprosy. He wiped out the filth diseases, launched an educational campaign throughout the country to check typhoid and tuberculosis. He ordered the population vaccinated to prevent small-pox, and isolated the lepers.

The progress of his sanitation labours may be judged by the fact that in 1898 there was probably not one single American soldier in Cuba who was not at some time disabled by disease, the mortality rate from disease among our troops being very high, while during the ten and two thirds months ending May 30, 1902, the death rate among American troops in Cuba was 1.67 per thousand from disease; in the United States, 4.83, and in the Pacific islands, 20.26. In other words, the chances of a soldier dying in the United States were almost three times greater than in Cuba which four years before had been unfit for a foreign-born person.

There were no trained nurses in the island when the Americans came. General Wood established training schools for nurses, and the graduates of these institutions became his most valuable health and sanitation missionaries in Cuba. Nor was all the work which he had begun for the health of the community to be allowed to lapse when the Americans withdrew.

When the Cuban Constitutional Convention which sat in Havana from November 5, 1900, to February 21, 1901, had finished its work, and the new Constitution, modelled largely on our own, had been ratified by the representatives of the Cuban people, the United States Government insisted on inserting in this document several paragraphs for the protection of the new republic. These clauses, known as the Platt Amendment, were made a part of the Cuban Constitution on June 12, 1901. One of these clauses pledges the Cuban government to continue the public sanitation measures begun by General Wood and his assistants in the island. The American Government, in other words, thought so well of Wood's work for a healthier Cuba that it insisted on perpetuating it in the Constitution on which rests the Cuban Republic.

Wood built school houses in practically every community throughout Cuba, and modern hospitals in all the larger towns. Harbours were dredged and otherwise improved for shipping, and lighthouses were constructed; Wood's railway experts built a good share of the present railway system of Cuba, and it was due to his championing of good roads that highways were constructed throughout the rich agricultural districts connecting the sugar fields with ports or with inland towns having railroad communications. Telegraph and

telephone lines were extended to every town of size, and by the time the island was transferred to the Cuban government, three hundred post-offices had been established. The customs service was reorganized and a modern system of accounting and auditing established and maintained. Wood expended about $15,000,000 of the Military Government's money for these public works.

What astonished the Cubans quite as much as the actual amount of improvements accomplished was the fact that the cost of everything done was so small. One instance will show the difference in prices paid for public works under Spanish and American rule. Shortly before the United States interfered, the Spanish Military Governor of Santiago had built a quarter of a mile of macadam pavement along the Santiago waterfront. The cost was $180,000. A few months later Wood's engineers laid down five miles of asphalt pavement in Santiago at a total cost of $175,000.

Wood succeeded in performing his enormous task of rehabilitating the island with practically no friction, all the educated and enlightened Cubans and the vast majority of the Cuban people coöperating heartily with him. An explanation of his success may be had from the following episode illustrating his method of dealing with the people. We quote from an article published in

McClure's Magazine when Wood was Military Governor of Santiago, written by Ray Stannard Baker, the man whom President Wilson appointed as head of the American Press Bureau at the late Peace Conference in Paris:

I shall never forget a visit I made with General Wood and his Staff to Guantanamo. The Governor of Santiago has a passion for appearing unexpectedly in out-of-the way places in order to see the machinery of his government in its every-day work. If there happens to be a particularly heavy rain storm, with impassable roads, the Governor may confidently be expected. It was raining torrents when we visited Guantanamo and it was Sunday morning. A little group of Cubans stood on the wharf at Caimanera and watched the Americans coming up from the launch. When a Spanish governor arrived there were always flags and music and crowds; but the American Governor—what a wonder he was! He was clad exactly like the other men of the party, in a brown khaki suit. He wore a peaked cavalry hat and buff leather riding leggings and spurs. His only distinguished mark was the star on his shoulder, the insignia of a Brigadier-General, and that was too high up for any of the little Cubans to see.

Guantanamo is a typical east Cuban town of some 10,000 inhabitants. On this Sunday morning it was swimming in clay mud, and wore an indescribable air of apathy and disheartenment. The faces at the doors were tired and lustreless, and even the clinking of the spurred heels of the Americans on the narrow flag walks failed to arouse any marked interest. Perhaps they

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As a Rough Rider in Cuba

Leonard Wood (in white), with General Joe Wheeler (in centre), and another cavalry officer.

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As Governor-General of Cuba

Leonard Wood at the age of 40, in his office in Havana

didn't know that it was the Governor who passed. In a big, bare, dilapidated room with barred windows a conference was held with the mayor and city council. The mayor was a small, dry, brown old man, very smugly clad in a black suit. In his curl-brim straw hat he wore the coloured cockade of a Cuban general—the only bit of colour about him—he carried a curious tortoise-shell cane, on which he leaned with both hands. He sat next to the American Governor, and, oddly enough, exactly beneath a picture of Admiral Dewey, and solemnly watched each speaker. The city council was made up very much like an American village board, of the apothecary, the wheelwright, the doctor, and so on; but the members varied in colour from the pure olive of the Spaniard to the shiny black of the full-blooded Negro.

The Governor rose and greeted each man as he came in with serious politeness, for politeness is the bread of existence to the Cubans. After they were all seated and the conference had begun, in walked that typical Cuban institution, the agitating editor. He came with an indescribable bustle of importance and opposition, a dramatic effect unattainable by any Anglo-Saxon. His notebook and pencil were clearly in evidence, and he spurned the chair which was offered him. The dry old mayor looked at him with a solemn lack of interest; the American Governor saw him not at all. The chief of the rural guard was also there, a big, handsome fellow, as straight and lithe as a bamboo-pole. A pistol tipped up the skirts of his coat. He wore black patent-leather leggings, silver spurs, and a white linen uniform with black stripings, which set him off with jaunty consequence.

At first the talk (through an interpreter) was of money. They had not yet received their allowance from the customs fund, and General Wood explained why it was delayed. The apothecary then reported that they had decided to build a fine yellow fever hospital of stone; but General Wood advised a wooden structure, with a wide veranda, and he explained with the ready knowledge of a skilled physician how difficult it was to disinfect a stone building. The grave old mayor nodded his head; the American Governor was wise. "Tell them," said General Wood, "that they should get together and build a good schoolhouse. They would have the honour of constructing the first one in Cuba."

But the mayor and council were silent—schoolhouses did not interest them. They discussed the new water works system on which the Americans were spending $100,000; and they wanted a stable for the horses of the rural guard, a subject which the Governor referred to the local American commandant for investigation.

"Tell them," said General Wood, "that I haven't heard any complaints from here," at which compliment the council nodded in deep appreciation, and the mayor even smiled.

"They wish to thank you," said the interpreter, "for the interest which you take in the town," and then it was the Governor's turn to bow graciously. The immediate business being now completed, the Governor shook hands all around, addressing those about him readily in Spanish. And with this the conference ended.

That the American occupation was so singularly devoid of disorder was principally due to

Wood's ability to gauge the temper and character of the Cuban people. During the first months of the American occupation the Cubans were especially bitter in their hatred toward the Spanish, and prisoners of war had to be closely guarded from a certain element among the native soldiers. After the evacuation of the Spanish troops, several clashes occurred between Cuban and Spanish civilians, none of them serious.

The following story illustrates Wood's method of dealing with outbreaks of this sort.

The General was writing at his desk in the Palace in Santiago one night. At the entrance stood a lone American sentry armed with a rifle. The soldier observed a gathering of men in the Plaza across from the San Carlos Club, the membership of which was almost exclusively Spanish. As the people seemed quiet and there were no restrictions placed on public meetings, the sentry paid no special attention to the crowd until suddenly it surged toward the club. In an instant the crowd had become a yelling mob which now began throwing stones, bricks, and other missiles against the club windows and doors.

General Wood was working calmly at his desk when the sentry entered to report the disturbance.

"I know it," said General Wood without looking

up from his papers. "I have heard the row. We'll go right over and stop it."

Then, without any haste or excitement, he picked up his riding crop—the only weapon, by the way, that he ever carried—and accompanied by the one American soldier, he walked across the street. They pushed their way through the mob until they came to the club's main entrance where several men were trying to force the door.

"Now shove them back, sentry," said Wood, calmly.

The soldier swung his rifle around, bruising a few obstreperous Cubans, and in less than a minute a space was cleared in front of the club.

"Now shoot the first man who places his foot upon that step," said the General in Spanish, raising his voice so that the mob could hear his order.

Then Wood turned and walked back to the Palace, and inside of a few minutes the crowd had melted away. An American General, armed with a riding whip, and one soldier, carrying a rifle, had quelled what had promised to develop into a bloody riot, and not a shot had been fired.

Another man placed in Wood's position might have called for troops, and the attack on the club might have turned into a real battle between American soldiers and Cuban civilians. Wood knew the people he was dealing with.

At another time, after he had sent three invitations to a Cuban official of Spanish blood and training and the latter had failed to appear, Wood despatched a squad of soldiers to bring his man, "and I want you to bring him right away," he said. A few minutes later the soldiers carried into General Wood's office the official clad only in his pajamas. Thereafter he always appeared promptly when asked to come to the General's office.

While he was in Santiago, General Wood suffered greatly from malarial fever. One night, when he had gone to his residence in the outskirts of the city, he received a telephone message saying that a riot had occurred at San Luis, a village about twenty miles out on the Santiago railway. Wood had a temperature of 105, and he was so sick and dizzy that he staggered when he walked. Nevertheless, he drove back to the city, summoned his chief signal officer, Captain J. E. Brady, and rushed over to the headquarters of the Signal Corps, where Captain Brady sat down at the telegraph instrument while the General issued his orders summoning members of the Cuban Rural Guard and the officers of the American troops stationed at San Luis. He spent three hours issuing orders, questioning and investigating the cause of the riot. He was so ill that his officers begged him to go home, but Wood stuck till he had

finished his preliminary investigation. The following day, still racked with fever, he went to San Luis to complete his inquiry.

We have touched on the bitterness displayed by the Cubans for the Spanish residents of the island, a bitterness somewhat akin to that which raged in the hearts of our own revolutionists against the British loyalists of the United States at the close of our War of Independence. We know how long it has taken for this nation to forget the scars of its wounds received in wars with Britain, and we therefore can better understand the feelings of the native Cubans. In many cases civil wars and wars between people of kindred blood ties are the cruelest and engender the worst after effects.

Cuba had a large population of Spanish birth, and it became one of Wood's many duties to act as conciliator between the native and Spanish elements. This work he undertook the more willingly as the bravery and gallantry of the Spanish army and navy, fighting against overwhelming odds, had aroused the admiration of our people. Here Wood displayed the talents of a real diplomat.

It so happened that the inauguration ball given in honour of President Palma, the first president of the Cuban Republic, and the members of the

new Cuban Congress, took place the night of King Alfonso's birthday, so there were two celebrations in Havana. At the Spanish Club which reeked with memories of cruel and incompetent military dictators, Spanish loyalists were drinking the health of their young monarch about the time that President and Señora Palma were leading the grand march in the state palace.

General Wood took a bold course. He gathered the principal members of the new Congress and took them over to the Spanish Club, where Cuban officials, Spaniards and American officers toasted King Alfonso and fraternized with true Latin enthusiasm. The President of the Club and the leading members of the Spanish community then joined Wood and his party and went to the inaugural ball, where they drank the health of the Cuban Republic. It is difficult to overestimate the significance of this little incident in creating better feeling between Cuba and the Spanish nation.

Wood's success in Cuba was largely due to his genius for selecting able men to assist him, and letting them go unhindered about their work as long as they did it satisfactorily. He did not try to do everything himself. No man could have succeeded in Wood's novel and gigantic task who was not able and willing to trust other men. He

gave Dr. Alexis Everett Frye and Lieutenant Matthew E. Hanna a free rein in building up Cuba's system of education. He drew on the ability and experience of E. R. Olcott, General Grenville M. Dodge and Sir William Van Horn to assist him in rewriting Cuba's railway laws and building much of the present railway system of the island. He backed Major Walter Reed when the latter came to him for money and authority to make his final experiments which resulted in the conquest of yellow fever. He selected or helped select scores of Cubans, many of them men of exceptional ability, to head the various departments of the government.

Acting in behalf of the United States Government, the Governor-General officially turned over the island of Cuba to the Cuban Republic on May 20, 1902. The occasion was marked by impressive ceremony. Shortly before noon, Wood read the document of transfer in the Government Palace, Havana. President Palma responded. At twelve o'clock, noon, a detachment of the Seventh United States Cavalry lowered the American flag amid the thunder of saluting guns, and the Cuban banner was raised where the Stars and Stripes had been flying throughout the occupation. About one hundred and fifty thousand people witnessed the birth of the Cuban Republic. Im-

mediately following the transfer Wood went aboard a ship which carried him to the United States. His work in Cuba was finished. Governor General Wood stepped out of an office which commanded world-wide attention and became Brigadier General Leonard Wood, U. S. A., unassigned.

Some time after Wood had departed from Cuba, Lord Cromer who was retiring as Consul General of Egypt, was discussing with some Englishmen the choice of his successor. "Unfortunately the best man for the post is not available," said Lord Cromer. "He is an American, General Leonard Wood."

Wood's Cuban administration was marred by only one unpleasant incident, the so-called Rathbone affair. Major Estes G. Rathbone, formerly Assistant Postmaster General, was Director-General of Posts in Cuba. He was charged with wastefulness of public funds, and unwarranted expenditure of public money for personal use, and together with some of his associates, was brought to trial, convicted, and sent to jail.

The whole case should have ended there, but Rathbone had powerful friends, and one friend in particular of the two-fisted, fighting sort. This was Senator Marcus A. Hanna of Ohio, then in the height of his political power as Republican

leader of the Upper House. Rathbone was arrested in Havana on July 28, 1900, about seven months after Wood had taken office as Governor General. Wood had hardly had time to establish himself firmly in his position. He owed his appointment to a Republican administration of which Hanna was reputed to be the actual, if not the titular leader. Rathbone had been Hanna's political supporter and friend; and whatever his faults (and his enemies were never timid about enumerating them) Hanna's foes could never accuse him of ingratitude. He was a man of generous impulses, just the sort of a man who would fight for an old friend whether the latter were riding on the crest of fortune or on his way to prison.

After Secretary of War Root had appointed him Governor of Cuba, General Wood had gone to Washington to confer with Mr. Root. He had called on President McKinley who greeted him by saying:

"What can I do for you, General Wood?"

"Only this, give me your full support as long as you can trust me, and when you cannot do this, get rid of me."

If President McKinley had not trusted Wood, this was the time to remove him from office, for not only Hanna but also other influential politi-

cians from the President's own state were fighting the Governor of Cuba. They claimed that Rathbone had been unjustly accused and "railroaded" in the courts through the direct agency of Governor-General Wood, while the latter was himself guilty of extravagance in office and of accepting presents from a gambling house in Havana. He was accused of interfering improperly with the Cuban judiciary in the Rathbone case.

Wood saw President McKinley and asked to be relieved in case the President was dissatisfied.

"I wouldn't want you to persecute Rathbone," said the President, "but if you prosecute him I'll support you."

The Rathbone case dragged on through the courts accumulating fresh complications at every turn and it was not until March 24, 1902, that he was sentenced. A few months later he was pardoned by a general amnesty of the Cuban government.

The fight on Wood resulting from the Rathbone prosecution continued until long after the former Director-General of Posts of Cuba had been pardoned. This fight eventually crystallized into formal charges filed with the Senate Military Affairs Committee. Wood had been recommended for promotion to the rank of Major-General in the regular army, and Rathbone's friends endeavored

to block the confirmation. But the Senate Committee on Military Affairs confirmed the promotion of Wood as Major-General. In its report the Committee disposed of the talk that other Spanish-American War officers had been slighted while Wood had received more than his due share by saying: "Not one of them has a better claim, by reason of his past record and experience as a commander, than has General Wood; and in the opinion of the Committee no one has, in view of his present rank, equal claim to his [Wood's] on the ground of merit measured by the considerations suggested."

It was true that at one time he was only a regimental doctor, but this fact did not mar his military record, which spoke for itself. He had won the Congressional Medal of Honour for courage and devotion to duty in the campaign against the Apaches. General Miles and General Lawton had cited him for his conduct in the campaign. Wood had no pull with either of these officers at the time he joined the army as a contract surgeon, nor with Cleveland or McKinley until he proved his character and ability to these presidents from opposing parties.

Generals Wheeler, Shafter, Young, and other high army officers of the Spanish-American War did not agree with Wood's accusers that he had

"performed no military service of distinctive or special merit in the Cuban campaign." Wheeler had cited him for his courage and skill in the Battle of Las Guasimas. Shafter had recommended him for promotion as Brigadier-General, and had later appointed him Military Governor of Santiago. Young had commended his "magnificent behaviour in the field." The Secretary of War, Elihu Root, testified before the Committee that he had appointed Wood Governor-General solely on his official record and without consulting President McKinley.

While in Cuba, Wood became an enthusiastic player of the Spanish game known as "Jai Alai," resembling racquets, and affording excellent physical exercise. When he was about to leave the island, Wood was presented with a beautiful silver service by prominent Cubans known to him as "Jai Alai," players and fans. Secretary Root told the Senate Committee that "to have refused this and other gifts made at the same time would have been discourteous, injurious, and unjustifiable." The fact that some Cubans placed bets on "Jai Alai," just as Americans have been known to hazard money on such purely amateur sports as football games, gave Wood's enemies a peg on which to hang the false charge that he was the patron and friend of a gambling institution. Secretary Root

further testified that President McKinley had first picked out Wood for promotion to the rank of Major-General and that President Roosevelt on succeeding to the office of Chief Executive would have been compelled "to put him out of that rank and dissent from the judgment of President McKinley if he had failed to nominate him."

The Rathbone case is dead and buried these many years, but to-day Daniel R. Hanna, the son of the late Senator Hanna, is supporting the candidacy of General Wood for nomination for the Presidency by the Republican party.

Leonard Wood's Cuban administration is unique in the annals of colonial history. The simple and incontrovertible fact is that nothing like it has ever been accomplished. Cuba was one of the most tragic spectacles among the nations of the world when the Americans came to her rescue. Years of revolutionary struggles, crushed by brute force only to break forth again, had bankrupted the island, exiled its leaders and exhausted the energy of the people. Cuba in her struggle for freedom was so far spent that even the family structure was beginning to crumble. Such was the Cuba that Leonard Wood, a self-taught statesman, a self-trained executive, a self-made business man, built into a prosperous state in two years and a half.

Modern history offers instances of great service

performed by statesmen and private individuals for nations, but in each case the nation in question has been "a going concern" with something on which to build. Cuba was not "a going concern." There was no governmental machinery on which to build, and Wood was alone. He had to build his machinery and select his staff. Cuba was bankrupt. In two years and a half he raised and spent more than $58,000,000. He left Cuba with more than half a million in the treasury.

General Wood received no great material reward for his Cuban labours, but he reaped the richest harvest which a man of his type could desire, the gratitude of the Cuban people and the high respect of all thoughtful and liberal-minded men who had followed his painstaking labours. When the island of Cuba was transferred to the newly established Republic, President Palma in his formal address to General Wood said:

"I understand that, as far as possible, all pecuniary responsibilities contracted by the Military Government up to this date have been paid; that $100,000 or such portion thereof as may be necessary, has been set aside to cover the expenses that may be occasioned by the liquidation and finishing up the obligations contracted by said government; and that there has been transferred to the Government of the Republic the sum of

$689,191.02, which constitutes the cash balance existing to-day in favour of the State.

"I take this solemn occasion, which marks the fulfillment of the honoured promise of the Government and people of the United States in regard to the island of Cuba, and in which our country is made a ruling nation, to express to you, the worthy representative of that grand people, the immense gratitude which the people of Cuba feel toward the American nation, toward its illustrious President, Theodore Roosevelt, and toward you for the efforts you have put forth for the successful accomplishments of such a precious ideal."

Wood was showered with congratulatory messages from the most prominent men of the nation on the success of his work, the most remarkable of which may be found in the official archives of the War Department. General Orders No. 38, dated March 25, 1903, issued by Secretary of War Root, relieving General Wood "from further duty in connection with the affairs of the Military Government of Cuba," reads in part as follows:

> Out of an utterly prostrate colony a free republic was built up, the work being done with such signal ability, integrity, and success that the new nation started under more favourable conditions than has ever before been the case in any single instance among her fellow Spanish-American republics. This record stands

alone in history, and the benefit conferred thereby on the people of Cuba was no greater than the honour conferred upon the people of the United States.

Richard Olney, Cleveland's Secretary of State, sent him this message:

I congratulate you personally on the most successful and deservedly successful career, whether as soldier or public man of any sort, that the Spanish War and its consequences have brought to the front.

John Hay, Secretary of State during Roosevelt's administration, wrote Wood a note "with sincere congratulations on the approaching fruition of all your splendid work for the regeneration of Cuba," and Senator Platt, of Connecticut, wrote of his "admiration for your administration under difficulties greater, I think, than have ever had to be encountered by any one man in reconstruction work."

"Could any other nation have done what we did for Cuba?" General Wood was once asked.

"Yes, Great Britain," he answered, "but Britain's cost in lives and money would have been greater." Then, after a pause, he added with a smile, "And Britain might have stayed longer."

. . . . . .

After he left Cuba, Wood was made a member of a military commission which was sent to Europe to

attend the German maneuvers. The American Commission included Generals H. C. Corbin and S. B. M. Young. Having shortly before finished his administration in Cuba, which had given him world-wide recognition, Wood naturally received a great deal of attention among the high military officials of all the nations who gathered to observe the German war game. The American officers met the British mission headed by Lord Roberts and including General John French, who was later to become famous in the World War. Kaiser Wilhelm, then riding toward the height of his glory, was especially attentive to the American representatives.

VII

Pacifier of the Philippines

IT IS said that when Henry Morton Stanley returned to the office of the New York *Herald* after winning world-wide fame by finding Livingston in the wilds of Africa, he was assigned to report a police court case of minor importance. It was an assignment of the sort that "Cub" reporters are given to sharpen their journalistic teeth. Stanley, a veteran journalist and one of the world's foremost explorers, was deeply offended.

When Leonard Wood had finished his Cuban administration, he was, like Stanley, a man of international reputation without an assignment. His rank was that of Brigadier-General of the regular army. But what job was there for a Brigadier-General to perform commensurate in importance and dignity with that of establishing a whole country like Cuba in business? He wrote the final report of his administration; he went to Europe as formerly mentioned to witness the German maneuvers, and when he came back he was still without an assignment.

One day President Roosevelt was telling Wood of his troubles in the Philippines where a civil government had been established, but where the natives in some sections, notably in the Moro provinces of the island of Mindanao, were not inclined to be very civil. William Howard Taft was Governor-General and was making a great success of his administration except for the fact that the Moros were "cutting up" as usual. The President remarked that he would have to send someone on the difficult and dangerous errand of pacifying the Moros, who were mostly Mohammedans and who had never in their history, so far as anybody knew, behaved themselves properly.

"Well, why don't you send me?" asked Wood.

It was worse, if anything, than Stanley's reported police court assignment. It was a highly dangerous and mean job with little glory attached and all the discomforts of the tropical jungle assured. It was another Apache job with scores of thousands of fanatical Moros and other Filipinos substituted for the desperadoes of Geronimo's band. And yet Wood asked for it. Having boiled the Cuban fever out of his bones, be had become accustomed, presumably, to a few creature comforts. He had won great honours as administrator, and yet he was willing to undertake the humble task of policing the most unruly

section of the Philippines. The work called for subjugating and taming the little brown men of the Moro country and the waters adjacent, for they were amphibious in their lawlessness. They were raiders by land and pirates by sea. They gloried in their defiance of Uncle Sam's law and order. They were head hunters, slave traders. They practised polygamy, and despised all persons whose skin was white. Why not send some young colonel or captain down there to bake under the equatorial sun, to round up the Moros, spank the naughtiness out of them, and sharpen his own military fangs?

But Roosevelt regarded the work to be done in the Moro country as far more important than a mere police job. He wanted the seeds of civilization planted in the minds of these people. He wanted the job well done so that it would not have to be done over again. So he sent Wood over to the War Department to see Secretary of War Root with the result that the former Cuban ruler became military commander and civil governor of the Moro country.

His jurisdiction covered the island of Mindanao, the second largest in the Philippine group, more than 36,000 square miles in area, and also the Sulu group and other islands in the southern part of the archipelago. There were about twenty different tribes

in this territory, speaking different dialects. Most of them kept up intermittent fighting against each other, and all were ready to join forces against any foreigner. The population consisted of about 50,000 Christian Filipinos, 250,000 Mohammedan Moros, and some 300,000 other natives of different religious professions ranging from Confucianism to plain paganism.

General Wood took the eastern route to the Philippines. During his term of office in Cuba, he had kept closely in touch with the developments of Dutch and British colonial administrative work, and he wanted to visit some of the colonies of these Powers. He stopped in Egypt where he was the guest of Lord Cromer, the Consul-General, who had often expressed his admiration for Wood's work in Cuba, saying that his administration was the finest in modern colonial history. After a brief tour of Egypt, Wood proceeded to India, Ceylon, and the Straits Settlements to make further investigations into the subject of colonial administration. He accepted an invitation of the Dutch Government to visit Java, whose native population resembles closely the people of the Philippines. In the course of this journey Wood talked not only with the most enlightened and successful colonial administrators but went out among the natives and questioned them about their problems. In an

article published in the *World's Work*, Robert Hammond Murray states that Wood collected case after case of books and statistics during this trip. After he had settled in Manila, Wood received a visit from a friend whom he took into his library. The walls were covered with reports on colonial government.

"I have gathered these since I came out here," remarked the General.

"It's a fine collection. When do you expect to find time to read them?"

"Read them!" replied Wood. "I have already read every line in every one of them. They have helped me a lot."

Wood arrived in the Philippines in July, 1903, under a cloud of suspicion and hostility. During his first few weeks in the islands there was no American army officer in the Far East more unpopular.

He was still under charges pending before the Senate Military Affairs Committee, referred to in the preceding chapter. That was bad enough. But after all, many able army officers have to face charges of some sort in their careers. The army officers in the Philippines cared not so much for the official charges against Wood. He had neither been tried nor convicted. What they did care about was the charges behind the charges. Wood

had not been tried by the Senate Committee, but he had been tried by the newspapers and accused of being an administration pet, and these press reports had reached the Philippines. Evidently some of the papers accusing Wood of being Roosevelt's favourite pro-consul had forgotten that this man in the summer of 1900, while still in the probationary stage of his Cuban administration, had locked horns with Mark Hanna, the most powerful man in the McKinley administration.

And there was another reason for the hostility against Wood. He was not a West Pointer, not of the inner circle. There was a distinct tendency among the young and old graduates of the Military Academy to look askance upon a man who had entered the army as a surgeon and had gained such rapid promotion.

Wood spent a week in Manila where Taft gave him every opportunity to become acquainted with conditions in the islands. Then he left for Mindanao.

In Mindanao General Wood proved a distinct surprise to his critics. The American officers found that the White House judgment on this quiet, middle-aged man with the weather-beaten face and the body of a hardened trooper was correct. He fell right into the swing of his Indian fighting habits, and before he had been long in Mindanao

his officers had discovered his qualities of leadership. He knew how to lead, issue commands, direct. He demanded no physical comforts which his subordinates could not share. He showed calm judgment in handling the perplexing problems of the native population.

The taming of the Moros was a slow, tedious business, highly dangerous, requiring infinite patience and tact in dealing with the native rulers and the suspicious Moslem population. The former feared the loss of power and the latter were inflamed against the Americans by their chiefs and other religious leaders who declared that the foreigners desired to destroy their faith. Wood sent native couriers throughout the province proclaiming to the population that the Americans would not interfere with the social or religious habits of any one, but that piracy, brigandage, murder, and slavery must cease at once, and that the armies of the United States would never withdraw until such lawlessness came to an end. He received in reply scores of messages from tribal chieftains—rajahs, maharajahs, sultans, and datos—that the General's word was law; and right on the heels of these conciliatory pledges would come reports of piracy raids along the coast of Borneo, or of the capture of a score of friendly Filipinos by some Mohammedan slave trader.

It took Wood more than two years to wipe out human slavery and piracy in Mindanao and the Sulu Islands, patch up the age-old feuds between the various tribes, and restore friendly intercourse between factions which had been fighting each other as far back as the tribal traditions went. It took a vast amount of patient work to teach these people the simplest kindergarten principles of government and trade relationship. But Wood managed to convince the people in the uplands that it was not only profitable but safe for them to bring their produce down to the valleys and the coast villages to sell and barter. Hitherto such procedure had been unthinkable. The natives who ventured beyond the limits of their tribal territory had been robbed, enslaved, and perhaps killed.

There was a good deal of scattered fighting, mostly of the guerrilla type. But all the campaigns called for more of physical endurance and watchfulness than actual fighting. Wood led in person many of the expeditions against obstreperous slave traders, walking for miles over the floating bogs of the lake country, or climbing mountain ranges. He headed an expedition against about 70,000 hostile Moros in the vicinity of Lake Lanao. In this campaign his reputation for personal bravery was greatly enhanced among

his troops through an incident which came near costing him his life.

Wood's party was proceeding cautiously along a trail over a jungle-covered floating bog. The interpreter of the party stepped into the tall grass and was immediately surrounded by hostile Moros. Wood was the first man to reach the interpreter who was bravely returning the fire of the enemy. The Moros began to retreat when they saw Wood and the other soldiers, but kept on firing. The General picked up a rifle and fought in the ranks with his men until the hostile party had fled, leaving several dead and wounded.

The principal engagement was the taking of the stronghold of Dalu Ali, one of the most influential of the Moro chiefs. It did not amount to much as a military contest. However, it took more than two years to run Dalu Ali down, and his power was never broken till he was killed in 1905 in an engagement with the Americans led by Captain Frank R. McCoy, Wood's aide-de-camp. Ali was notorious throughout the southern archipelago as a raider, slave dealer, and despot. He had built himself a fort in the Cottabato Valley. He had about 2,000 Moro warriors, and was well supplied with arms and ammunition. Ali's men terrorized the neighbouring country, raiding friendly and peaceable native settlements.

The job of digging Ali out of his stronghold was exceptionally arduous. The wily chieftain had built his fortress within a network of lakes, rivers, and swamps. Wood's soldiers declare that the General took a hand many a time in dragging fieldpieces over especially difficult spots in the swamps. Dalu Ali's pretentious establishment was easily destroyed after the Americans reached it. His band was annihilated, but the chief, himself, escaped. Wood kept his men on Ali's trail until the latter fell. Ali's death broke the resistance of the Moros.

The change of sentiment toward Wood among the American officers in the Philippines may be indicated by the following statement of Colonel Duncan, a veteran of the Philippine wars:

"Before I met General Wood his very name stirred indignation in me. I couldn't help feeling that the promotion of a mere doctor over the heads of so many experienced and deserving officers was an outrage on the service. The bill which made me a Colonel made him a Major-General, yet I was so bitterly opposed to his promotion that I was willing to see the bill defeated and lose my colonelcy. Afterward I served under him in the Philippines and I found him to be one of the biggest men I had ever come in contact with, a magnificent officer with a remarkably large way of

looking at and dealing with things. He is a great soldier."

It was Wood's ready, even-handed justice toward everybody under his command, whether natives, army officers, or privates, which appealed to the men who served under him. Wood believed in basing promotions on merit rather than on the number of years of service. He, himself, had been promoted over the heads of many other officers by McKinley.

To a young officer whom General Wood had quickly promoted he said:

"You have been a captain only fifteen or twenty minutes and you're mighty young to be a major; but you have earned your promotion. Try and bear it modestly. There are lots of young men in the army who are as good as you, and better, perhaps, but unfortunately for them I do not know them. I do know you. If you hadn't earned it, you wouldn't have got it.

"As you know, I believe in promotion by selection. You are an example. Take a class of one hundred young men who have graduated in law and medicine. Ten of them, perhaps, will be extraordinarily successful; ten will make a great success; ten others will be fairly successful, and so on down the line until you come to the fellows who are just getting on. Why should young men in

the army be different? Men are alike, and the young men in the army resemble the rest in their qualities and the degrees of their attainments. Why should the best and the most capable be held down to the level of those who just get on, who merely do enough to hold their commissions by a system of promotion by seniority? It robs the army of incentive. Competition spurs on men, in or out of the army."

Because of their close friendship, the impression always existed in the public mind that Wood owed to Roosevelt his rapid rise in the army. John J. Leary, Jr., in his reminiscences of Roosevelt, published in *McClure's Magazine*, gives Roosevelt's own words on the subject:

One thing which annoyed Roosevelt was the public's persistence in believing that it was to him that General Leonard Wood owed his big jump in the army and to its confounding the case of Wood with that of Pershing.

"The man they are thinking of," he used to say, "is Pershing. It was he I jumped over the heads of several hundred other army officers. I'd do it again, by thunder, if the same occasion arose! Wood got his big jump from McKinley, and all I ever gave him were the promotions due him in the usual course of seniority. I've tried a hundred times to straighten this out in the public mind, but I don't suppose I'll ever succeed. The public seems to want to believe this myth.

"President McKinley gave Wood his big jump in the

regular establishment, after he took him out of the Rough Riders. I gave Pershing his big jump long after I had succeeded Mr. McKinley in the White House. . . .

"Sims of the navy, another man I was accused of favouring, Mr. Wilson has also chosen for important work, fairly good proof that my judgment of these men when they were juniors was sound."

"But he has not approved of Wood," I suggested.

"No, he has not. He has used Wood very badly and very unfairly. I might say he has also been very foolish in the way he has handled Wood.

"If he wanted to sidetrack him he could have done it by sending him to Hawaii or the Philippines and leaving him there. But he did not have the courage to do this; he adopted half-way measures and as a result Wood has been like a sore thumb to him—always in the way and doing things so well that the public won't allow Mr. Wilson to forget him.

"Wood is a big man who can look on a problem from every angle. He makes few mistakes, but he's big enough, when he makes one, to admit the error, and he always has patience with the other fellow's opinion.

"I am very fond of Wood, and I know he is of me, but in my years in the presidency Wood never took any advantage of our intimacy or in the slightest degree presumed on our friendship. If anything he leaned backward in this respect."

While he was in the Philippine Islands, General Wood met with a painful accident which permanently impaired his left leg. He has walked with a

decided limp ever since, but his general health has never been affected by his injury.

While detachments of his forces were engaged in rounding up the different bands of outlaws which made Mindanao province unsafe, Wood lost no chances to get into personal touch with the native rulers, priests, and other leaders of the people to whom he explained the mission of the United States in the Philippines. He found the majority of the people tired of their incessant civil wars and anxious for peace. Wood acted as judge in settling the feuds between the various tribes. He sought out the strongest Moslem chieftains and made them his allies in restoring peace and maintaining law and order. The Spaniards had ignored the natural leaders and as a result the ablest men of the islands were always arrayed against Spain.

Wood took a diametrically opposite course. He squatted cross-legged in the tents or palaces of the rajahs, tried to adjust their disputes with the civil government of Mindanao, and offered them friendship and posts of authority in their districts if they would maintain order. When the Moslem chiefs quoted their Koran to prove that human slavery was permissible, they were astounded to hear the American General quote another verse of the Koran advocating human freedom and simple justice to all persons.

"The Prophet has said that a man may have many wives," said one turbaned chief with a bejewelled scimitar in his belt. "It is so written in the Koran."

"That is true," replied the General. "I have studied the Koran."

This reply pleased the Moro chief greatly.

"But the Prophet has said it would be better for a man if he had only one wife," added the General. "That was a very wise and true saying."

Wood could not destroy the institution of plural marriages practised under the guise of religion, but he made no compromise on the subject of slavery. Here the Moro leaders had to give way completely. Slaves were released from their masters wherever American soldiers found them. Wood's stern commands to the Moros that they must give their women better treatment was also heeded. One of the traditions which Wood had to uproot was the Moros' market valuation of human life. The natives from time immemorial had been accustomed to settle for murder by payments of set sums. The life of a freeman was worth fifty-two dollars and fifty cents; that of a freewoman, twenty-six dollars and twenty-five cents, and the price of a slave killed was about twelve dollars.

Wherever he found it possible, Wood established a school among the Moros, and by the time he left Mindanao, numerous Moro children were being taught English in addition to their own dialects. Wood divided the Moro province into four districts, Davao, Lanao, Cottabato, and Zamboango, each under a district governor. These districts were in turn divided into smaller communities under native chiefs who were commissioned to represent the government.

When Wood came to Mindanao in the summer of 1903, the Moro province was the main source of trouble in the Philippines, the sorest spot on our map. Human slavery flourished and the natives were compelled to obey vicious and despotic petty rulers. When Wood left Mindanao in April, 1906, it was a well-governed section of the Philippines. Wood had brought peace and prosperity to our Moslem wards and established confidence in our institutions and respect for the United States in the hearts of the natives. He had to deal with more than a score of tribes speaking almost as many dialects and professing all sorts of religious beliefs. Wood reached them all with his message of civilization. The ridiculous little fortresses of mud and bamboo over which the little brown men fought were razed and in their places were erected schoolhouses.

Once more Wood had succeeded brilliantly as an administrator largely because of his abundant human intuition.

There was comparatively little of bloodshed, but none of the Moros who fought the United States were inspired by patriotic motives. They were fighting to perpetuate their institution of slavery, their license to rob on the high seas and raid neighbouring Filipino tribes.

Wood was transferred from Mindanao to take command of all our Philippine military forces numbering about twenty thousand troops. During the two years he commanded the Philippine Division he transformed the whole defensive system of the island, making it more secure. In performing this work, there was required not only military acumen, but diplomatic tact. Our relations with Japan were delicate as usual and any radical changes involving preparedness measures were being closely watched by our Oriental neighbours, who had looked with anxiety on our approach toward their shores.

In the training of our Philippine army, Wood insisted on extensive bayonet practice. The criticisms he encountered for thus "wasting the time" of his soldiers was never answered until the late war proved that fighting with cold steel at close quarters, while an unpleasant feature

of warfare, is not obsolete. He instituted military athletic meets to encourage the officers and men to keep physically fit. He divided the year into two parts, the rainy season for garrison and the dry season for field duty. Just before he left Manila in the spring of 1908, he was the guest of honour at a Filipino banquet, the first military commander in the Philippines to be so honoured.

In the Far East his name came to be linked with that of Kitchener. One prominent Englishman who had seen a good deal of General Wood remarked that in England he would have gone farther than Kitchener, adding:

"He has Kitchener's soldierly qualities and genius for administration, but he also has tact and statesmanship."

VIII

Chief-of-Staff of the U. S. Army

LEONARD WOOD'S career falls into four distinct periods from the time he joined the army in 1885 to the present time.

First, the army period from July, 1885, to July, 1898.

Second, the period of administration and statesmanship from July, 1898, when he became Military Governor of Santiago de Cuba and covering the Cuban and Philippine periods to May, 1908.

Third, the preparedness period from May, 1908, to Armistice Day, November 11, 1918.

Fourth, the reconstruction period, from Armistice Day to the present time, covering Wood's services in upholding law and order, his fight on the destructive radical groups of the country, and his campaign in behalf of constructive Americanism and justice for Labour.

During his Cuban administration, Wood had been afforded glimpses of world politics as expressed in trade rivalries of European powers in

the West Indies. As a military man he knew, of course, of the terrific military establishments under which Europe was staggering, and when he witnessed the maneuvers of the German army in 1902, he became convinced, like most of our high army officers, that where there was so much war smoke a conflagration was likely to break out at almost any time. He was to receive further confirmation of his belief when in 1908 he left the Philippines.

He returned by the way of Asia and Europe, and stopped in Ceylon, Singapore, Egypt, Malta, France, Germany, and Switzerland. But this time he was not studying colonial administration so much as military systems. He spent most of the summer in Switzerland. Officially, he was on leave of absence, recuperating from five years in the tropical jungles of Moroland. Unofficially, he was making an intensive study of the Swiss army system. When he established the military training camps for college students in 1913 and later the Plattsburgh camp, he did not improvise his plans on the spur of the moment. He had been planning for years his military preparedness programme to suit the peculiar needs of his own country which he knew to be averse to militarism and which he knew could never become militaristic.

While he was in Switzerland, Austria-Hungary's time for liquidating the Dual Monarchy's obligations with reference to Bosnia-Herzegovina matured. Defying Russia and the Serb states, Austria-Hungary annexed the provinces. Russia, the memory of her defeat by Japan only three years old, permitted this transgression of the Treaty of Berlin. While the diplomats were making bold gestures in every capital of Europe, Germany's army staged its maneuvers at Saarbrucken, ready at the War Lord's command to pounce on Europe. The army of France was on the Loire, poised for immediate action. Both of these tremendous forces Wood had the opportunity to study at field practice. Henry White, American ambassador to France at the time, asked him what he thought of the French Army.

"Despite the fame of the German military machine," answered Wood, "France in the next war will surprise the world by the fighting effectiveness of her forces."

This conclusion General Wood based on the relationship between the officers and the men of the French Army. He has always been a profound believer in the formula, attributed to Socrates, that the first duty of an army officer is "to look after the welfare of his men."

He found that the French officers were trained

to treat their men with consideration and to look with human regard after their needs. He disliked profoundly the brutal and arrogant conduct of the German officers toward the common soldiers, who, while being treated like inferior beings, were commanded to fight like heroes.

Throughout the French maneuvers, General Wood was attached to the headquarters of one of the army corps. When the war game was over, he visited Paris where he was presented to the President of the Republic and other high French officials. In recognition of his record in Cuba and the Philippines, he was made a Grand Officer of the Legion of Honour, a rank which in those days was seldom conferred on foreigners. However, the Government of the United States withheld from Wood permission to accept the decoration, and it was not until years later that American officers were granted the privilege in a general order to wear foreign medals.

General Wood returned to the United States in the fall of 1908, his mind filled with plans for a greater and more difficult campaign than he had ever conducted in the field or in administrative office—that of arousing this nation to a sense of its insecurity in a world bristling with armaments, and moving the soft American colossus to insure its interests by reasonable military preparedness

against the war toward which Europe was headed. Science was annihilating distance and Wood realized that America's isolation was a thing of the past. The United States as a world power was bound to be seriously affected by any war disturbance in Europe.

On his arrival in this country, Wood was placed in command of the Department of the East with headquarters on Governor's Island, one of the most important commands of the army in times of peace. He had been a general officer in the United States Army for more than ten years, but never during that time had he held a command at a home post. In fact, he had never held any actual command in this country except for a little more than a month in the spring of 1898 when as colonel of the Rough Riders he was enlisting and training his regiment in Texas. When he led detachments of troops on raids after the Indians in the Apache war, he had merely acted as a volunteer line officer while his official status was that of a medical officer.

When, in the spring of 1910, General Wood was sent as special ambassador to represent the United States at the centenary celebration of the Argentine Republic, he received fresh assurances of the vital need of preparedness in this country. In Buenos Aires he met among the distinguished

foreign visitors General von der Goltz of the German Army, who was destined to play such an important rôle in the World War. He talked at length with the German general, a devout disciple of universal military training and of the Prussian army system as a whole.

Wood knew that the German military scheme with its iron discipline and its official caste was utterly unsuited to this country. He had always been a champion of the common soldier, and to treat enlisted men like cattle was especially repugnant to his deep-rooted sense of democracy.

General Wood returned from South America more firmly convinced than ever that our military system ought to be revolutionized. He was more than ever dissatisfied with our system, which provided only for a small and entirely inadequate army of professional soldiers. He felt that it did not even possess the virtue of being democratic in principle.

He was made Chief-of-Staff of the United States Army on July 6, 1910, and held office until April, 1914. The Boston physician, who had joined the army as contract surgeon, had now scaled his way to the peak of the military structure. Having reached that point, he was in a much more favourable position to proceed with his preparedness plans. However, his position of prominence

had its disadvantages. As head of our military establishment, he was certain to draw sharp fire from the apostles of pacifism and from eloquent men and women who really knew nothing about European political conditions and the war dangers of the Old World, but were masters of beautiful theories whereby they could prove to most any intelligent but uninformed audience that war on a great scale was an absurdity. In America Mr. Bryan was the high priest of this cult.

Legions of publicists were shouting from the forums of the whole English-speaking world that war was a thing of the past, that with the present expense of maintaining huge armies and the deadliness of modern military engines, war meant national bankruptcy, national suicide, and therefore could not take place.

This was the peculiar situation which faced General Wood when he first began to advocate his scheme of universal military training. He was staking his whole record on the success of his campaign, knowing that if he failed he was due for a fall from which it would be difficult to recover. But he is not the man to be deterred from duty because of danger either physical or to his career.

His universal service plan was based on the Swiss and Australian systems—short terms of training for the youth of the land at a time when

they could best afford to give a few months to their country; intensive short officers' training courses for college men and others possessing the necessary educational qualifications; and more extensive maneuvers or military games than this country had as yet undertaken. In this programme Wood never contemplated a large standing army. He opposed the essentials of the military programme of the Continental Powers which demanded great sacrifice of time from its male citizens while they were going through their training.

To arouse the country to a sense of its insecurity and to move it to action before it became too late, Wood was not afraid to violate some of the moss-grown traditions which encrusted our military establishment. We had a sort of an unwritten law which in effect provided that army officers, like small boys, should be seen but not heard. General Wood knew that his preparedness programme required an educational campaign of national scope. He became its chief spokesman and wrote and spoke untiringly year after year in an effort to arouse the nation. He was one of the few men in this country who clearly foresaw the danger of the approaching European war, and one of still fewer who had the courage to advocate sound preparedness measures.

In speeches and magazine articles he called attention to the many defects of our army system and the vital necessity for improving it. He began doing this when nine out of ten persons in this land knew practically nothing about what was happening in Europe and cared less. How could a European war touch the United States? Suppose we were challenged? "A million Americans would spring to arms over night," to quote the famous political orator of the Middle West. But when the time actually came, it was well for us that the allied armies were in a position to hold the Western front while our millions of volunteer and drafted soldiers were being drilled; and it was well that the Allies were able to transport and equip most of our army, which could not otherwise have taken its place in the trenches in France.

Wood did not sound any brass gong of alarm. He went ahead slowly and surely, but steadily. He began his preparedness campaign while he was commander of the Philippine Division, by revamping and extending our system of defence in the islands, moving the military base from Subig Bay to Manila Bay, by subjecting our island forces to more intensive military training in general. While commander of the Eastern Department, he wrote extensively of our need for comprehensive field maneuvers, especially in view of the fact that

our forces were so small. He called attention to the fact that while our small army units were splendidly trained, there was not a single officer in the United States who had had any experience in handling a large force of men, say a complete division. In fact, never since the Civil War had our general officers been afforded the opportunity to deal with the problems of managing large army units consisting of the three branches of the service, infantry, cavalry, and artillery.

Coming from a man of deeds rather than one of words, Wood's pleas for preparedness carried all the more weight. Instead of painting lurid pictures of our devastated country over-run by invading armies, he supplied the nation with a physical demonstration of our defencelessness. This he did by organizing in August, 1909, the most extensive maneuvers the United States had yet staged.

The military problem presupposed that, following the sudden rupture of diplomatic relations with a strong European power, our North Atlantic fleet had been defeated and scattered off the Maine coast, that the enemy had gained command of the North Atlantic and had landed an expeditionary force on the coast of Massachusetts with the object of capturing the city of Boston. The mock campaign occupied a week, and was made as real-

istic as possible. The attack on Boston was by land and sea, army transports being used in place of warships. More than 14,000 National Guardsmen took part in the hypothetical battle; and while the umpires officially declared the result to be a draw, they did not conceal their belief that the invading "Red" army had the best of the argument with the defending "Blues," and that Boston would have been taken had the battle been real. Wood's war game afforded the whole country a striking proof of the vulnerability of our Atlantic coast cities.

"But what of our elaborate coast defences on which we have spent so much money?" asked the skeptics, still doubtful that an invasion was possible.

"A coast defence is like a giant in armour," answered Wood. "He is only effective within the reach of his club." Wood had demonstrated that no matter how powerful coast defences might be, they were absolutely useless without a well-trained, mobile army operating behind them.

Pleading the cause of preparedness, General Wood ventured into a new field. He was unaccustomed to writing and speaking in public. He had no literary grace, no cultivated art of oratory, but he had something to say, which was more important. He developed a clear, plain, forceful style, illuminated by homely, humorous phrases.

"Our troops are split up into companies of walk-cleaners, battalions of lawn-mowers, and regiments of patrolmen," he said at one time when he was trying to convince the country of the uselessness of the military posts in the interior where there was nothing to do but mow the grass and keep the walks clean. Wood demanded adequate military protection for the Panama Canal, the Philippine Islands, Hawaii, and our great coast cities. Attacking our wastefulness, he pointed out that the United States spent $100,000,000 per year on our few thousand troops, two thirds as much as France spent annually for her large army. Ancient posts, established in the interior of the West when the Indians were being pacified, were kept up at huge expense because pork-hunting Senators and Congressmen wanted them, although their usefulness had long since passed. Of course, he was opposed by the politicians in his advocacy of scrapping the interior posts and grouping our military forces on or near the borders and at the outposts, such as the Philippines and the Panama Canal.

Future historians will find much valuable and interesting data in the articles written by General Wood on military subjects during this time. In a series of magazine articles he told of the remarkable achievements of our soldiers, which most of us had forgotten, if, indeed, we had ever known.

The army had cleaned up the pest holes of Cuba and Porto Rico. Major Walter Reed, of the United States Army, had removed the peril of yellow fever; and another army doctor, Major Bailey K. Ashford, had discovered the cause of tropical anemia in Porto Rico. From the earliest days in our history, the army had preceded the pioneer settlers, pacifying hostile Indians throughout the Middle West, the Far West, and Southwest, building trading posts, laying telegraph wires, maintaining order and the security of life and property. In late years, the army had performed similar service in Alaska, connecting by telegraph the remotest outposts of that territory with the wire system of the country, laying cables, equal in length to some trans-Atlantic lines, building wireless stations in most inaccessible regions, constructing good roads which will last for decades, if not centuries, to come.

As Chief-of-Staff in Washington, General Wood was more popular with the officers and men at the military posts throughout the country and the territorial dominions than with the bureaucrats in the Capital. He brought into the department an untiring energy and initiative which made the swivel-chair experts uneasy and uncomfortable. He challenged time-honoured traditions and destroyed quantities of red tape. For instance, al-

though originally the various bureaus in Washington had been created to function for the benefit and service of the line, the bureau heads, sitting close to the men in power, had managed to twist this arrangement about in such a way that the line had become subservient to the bureaus. In other words, the servants in the Washington War Department dictated to the military forces outside.

This order was upset without much ceremony by General Wood who understood the causes for the inexcusable delays in the War Department which had hampered him as well as all our other active army officers in the field or at outlying military posts. He decreed that henceforth the Washington bureaus must serve the line and serve it promptly. This meant that bureau chiefs would have to hustle and take short cuts to supply the needs of the army.

This act was characteristic of Wood. He had always been the champion of the man in the field. If he had any favourites, it was the man on the job. He always had an unbounded faith in the enlisted man, and he believed fervently that if the American army was well officered and well supplied it would inevitably give good account of itself. Once an officer remarked to him that the personnel of a certain regiment was below grade,

and on the whole rather poor, to which Wood replied:

"A wise old general once said,'there are no poor regiments, but there are plenty of poor colonels.'"

He was a stickler for building up the morale of the enlisted men to the highest point and making each lowly private proud of his uniform and his profession. Wood never held too big a job to address privates, offer them advice or correct them. Once during the late war, when he was in command of one of the National Army Divisions, he was driving in his automobile toward camp. He noticed a private accompanied by a young woman coming along the road. As the machine approached the couple, the soldier stooped over apparently to tie his shoelaces. General Wood ordered the driver to halt. He called the soldier over to the machine.

"Didn't you see us coming?" asked the General in a kindly manner.

"Yes, sir," answered the private.

"Then why didn't you salute?"

The General was smiling, but the soldier could not find a ready answer even though he knew he was not exactly being called down.

"Now I know how you felt," continued the General. "You were with this young woman, and you felt a bit embarrassed, so you thought

you'd avoid saluting by busying yourself with your shoelaces. That was a mistake. You should have said to the young lady: 'There comes the old man himself. Now watch me make him salute.' You know that it is your duty to salute me as your superior officer, but it is just as much my duty to return your salute."

A veteran Rough Rider, J. Pennington Gardner of Boston, tells the following incident from the Spanish-American War:

"We left San Antonio, Texas, and in due course arrived at Tampa, Florida. A day or so after our arrival I was told that an aunt of mine from Boston was at the Tampa Bay Hotel and wanted to see me. I was astonished, as I had no idea that she was in that part of the world. I secured a pass and reached the hotel at about nine o'clock in the evening.

"It appears that she had read manifold tales in the newspapers that 'the boys were without shoes and clothing, etc.' She had a trunk full of clothing she had brought in the hope that she could fit me out. If this happened to any other outfit, it did not happen to ours, as Colonel Wood and Lieutenant-Colonel Roosevelt had seen to it that we lacked nothing in the way of equipment and we were extremely well provided for.

"The first thing I was asked was if I cared to

eat anything. The idea of a meal at a table was quite appealing, and we adjourned to the dining room. My aunt, having already dined, merely sat at the table with me while I had dinner. We had been there only about ten minutes when in walked my commander—Colonel Wood, with Brigadier-General Young, who was in charge of the Cavalry Division.

"In the large dining room there was only one table set and this my aunt and I occupied alone. Dinner had long since been served, and it was then perhaps 9:15 in the evening. The waiter showed the Colonel and General up to the table that we were sitting at. Colonel Wood said to the waiter: "Set that table over there," indicating another table some distance from ours, and then left me. Personally, I thought no more of the incident, as it was only etiquette and proper that my Colonel—especially in company with a Brigadier-General of the regular army—should not sit at the same table with me, being, as I was, a private in his command.

"The next day out at the camp I was standing some distance from Colonel Wood, who apparently recognized me as the man whom he had seen the night before, and whom he had not sat down with to dinner. He came up to me and said, 'I hope you did not mind my not sitting down

with you and that lady you were dining with last night, as General Young and I had some private matters that we had to discuss.' Most obviously they were planning some details in connection with the Cuban campaign. I was perfectly floored by the thoughtfulness of Colonel Wood in thus addressing me. I could only salute and say 'Thank you, sir.' Evidently he had had in mind that he might have hurt my feelings in not sitting at the same table with me.

"This story I have quoted many times as indicating Wood's personality. Able as he is in administrative affairs, and strong as he is in handling any difficult situation—whether it be in his Apache campaign or in Cuba or in the Philippines —he is under the skin a man of the most considerate nature, and his human qualities as shown by this little incident clearly set forth that though a regular army officer with the stiff training of his calling, he is big in small matters and as human as a man can be.

"Those who knew him personally, or have come in contact with him, as I did through this small incident, cannot have otherwise than the deepest regard for him personally."

It was this spirit which has always made the officers and men who worked under Wood swear by him. It was the spirit that won the coöpera-

tion of his subordinates in Cuba, and dissolved the hostility which he at first encountered in the Philippines, creating loyalty in its stead.

Any reader of this narrative, who has had any experience in business affairs of any sort, knows that one cannot step into an established business and propose and enforce important improvements in service without arousing bitter antagonism and hatred on the part of the old hands who always want to run things the way they were run in the past. It makes no difference how bad and inefficient the old management may be, it has its loyal adherents who want to be left comfortably alone, muddling along as they have been accustomed to do.

As Chief-of-Staff, Wood did not leave things alone. He made changes, going even so far as to dismiss one Brigadier-General. The result was that a determined effort was made to oust him from office. A bill was introduced to this effect by Representative James Hay of Virginia, chairman of the House Committee on Military Affairs, and an intimate friend of the dismissed Brigadier.

General Wood was too much absorbed in his chosen work, that of preparing the country against the conflict which he saw coming, to pay much attention to the small number of men whose enmity he had aroused. His one aim was to labour

for the safety of the nation. How farseeing he was may be judged from the fact that shortly after he took office as Chief-of-Staff he began to belabour Congress for an appropriation of $5,000,000 for the establishment of an aircraft department.

"There is no limit to the possibilities of the airplanes," said General Wood. "I am heartily in favour of experimenting as much as possible in this new branch of science which has no limit in view of the limitless field—the air.

"It may be one year, it may be more, but sooner or later the airplane will be the greatest factor of the century in the world's affairs. For these reasons I shall use my influence to the utmost to obtain funds from Congress to enable the army to carry on experiments and trials. . . .

"Just at present a dirigible can carry more men and more supplies, and is, perhaps, more dependable than a flying machine, but this will not preclude my favouring the airplane for the army."

These prophetic words were spoken in August, 1910. In that happy, peaceful, far-off time, America and England were bestrewn with famous writers and orators who could prove in half an hour that another great war was the creation of a disordered military mind. Lord Roberts, one of England's greatest military men, was sacrificing his honourable reputation by constantly warning

his country against the impending war tragedy. England's leaders of public opinion were making kindly allowances for "Bobs," who was, no doubt, "seeing things" in his old age. England never paid much attention to the wise counsel of Lord Roberts, and the result was that Britain came to the verge of defeat at the hands of the Germans.

Of course, Congress knew better than to waste the country's money and the energies of our young army officers in aircraft experiments. The airplane was a thing to be proud of as an American invention. It was good enough to enliven a Roman holiday. To-day we can reflect that although General Wood, as Chief-of-Staff, demanded airplanes for our army nearly ten years ago, predicting its great future possibilities at a time when aviation was still in its early infancy, our government neglected aviation persistently, refused to help develop it, and permitted England, France, Germany, and Italy to outstrip us in this important branch of scientific endeavour. In 1918, our army officers at the front were repeating the same demand that General Wood made in August, 1910, and our valiant aviators fought throughout the late war in flying machines made in France, England, and Italy and most of them old machines.

With the change of administration in 1913,

Wood was slated for early retirement as Chief-of-Staff. Newspaper reports at the time pointed out that no man, who had been so closely indentified with three Republican presidents, could expect to continue long in office as head of our army. However, he was reappointed by Lindley M. Garrison, Secretary of War, and remained Chief-of-Staff for more than a year, Secretary Garrison explaining that he did not want to disturb the Washington War Office until he had become better acquainted with it. Besides, he and Wood seemed at first to be well matched for effective team work. Garrison caught Wood's infectious enthusiasm for preparedness to the extent that he began to make public demands for a larger standing army. In the summer of 1913, they made an inspection trip of army posts which turned out to be something of a national preparedness speech-making tour. Both spoke plainly on the need of stronger military protection, but suddenly the speech-making came to a halt. The explanation given was to the effect that Wood and Garrison had been silenced by a stern rebuke from President Wilson who deplored their activity. But the world was at peace in 1913. Two years later Garrison officially censured Wood for permitting Colonel Roosevelt to express his patriotic views on our military needs in the vicinity of the Plattsburgh camp, and the

United States had then been cruelly challenged by the world's greatest military power, and Europe was in the throes of the most disastrous war in history.

However, Wood continued his preparedness work with the coöperation of Secretary Garrison in 1913. With the latter's permission he sent out letters to many presidents of colleges and universities, proposing the establishment of summer military training camps for students. The responses were friendly, but somewhat lacking in enthusiasm. Still, Wood managed to recruit enough students for two camps, one of which he located on the historic battlefield of Gettysburg and the other on the Presidio of Monterey, California. The former opened July 7, 1913, and closed August 15th, and the latter ran from July 1st to August 8th. One hundred and fifty-nine students reported for instruction at Gettysburg and sixty-three at Monterey. One year before the war only two hundred and twenty-two young men could be interested in national preparedness to the extent of training for it. At Wood's suggestion an advisory committee of college presidents was formed consisting of John Grier Hibben of Princeton, Henry B. Hutchins of Michigan, Benjamin Ide Wheeler of California, Jacob Gould Schurman of Cornell, Henry Sturgis Drinker of Lehigh, and John H.

Finley, Commissioner of Education of New York State.

Despite the small attendance, the college camps of 1913 were a great success. The two hundred and twenty-two students became so many missionaries of Wood's ideas and they returned to their colleges and universities in the fall telling their friends of the interesting training they had received and the value they had derived from their vacation work. Wood's idea had taken root. In the summer of 1914, four camps had to be established to accommodate the students who volunteered for instruction. Camps were established in Vermont, North Carolina, Michigan, and California. The total attendance was six hundred and sixty-seven.

IX

The Awakener of the Nation

LEONARD WOOD remained Chief-of-Staff under the Wilson administration until April 22, 1914, when he was transferred to the command of the Department of the East. It was his old command which he had held before going to Washington in 1910.

His headquarters on Governor's Island, that little pancake of land in New York Harbour within a stone's throw of the Statue of Liberty, now became a busy centre of patriotic activity. From the office which General Wood now occupied in the dingy, weather-beaten old building on the island, Hancock, Meade, McDowell, Miles, and other well-known officers had commanded the eastern military district. It was a place rich in patriotic tradition, and no more fitting spot could have been found from which to disseminate Wood's propaganda for the protection of the United States.

Thus far he had encountered no opposition to his

plans, either on the part of the War Department or the Administration. Yet it is safe to say that there was no man in high military office in Europe or America who was waging a more aggressive campaign for military readiness than Wood. At the same time, however, there was no army officer of high rank either in this or any other country who was more unmilitaristic in thought or utterance. There is no saber-rattling to be found in any of his numerous speeches or articles of this period immediately preceding the outbreak of the European war. He never voiced any creed of imperialism or spread-eagleism. The man who had refused to import American teachers to Cuba for fear it might offend a friendly and dependent alien race expressed no desire to foist American culture or institutions on foreign lands.

He was spurred on by a zeal for which not even his severest critic can impute any other motive than patriotism of the noblest order. The facts speak for themselves. All our military traditions impose silence on army officers. They should be seen, not heard. They should obey orders and keep their mouths shut. Wood obeyed orders to the letter, and violated all the sacred traditions of silence. He was talking, preaching, writing, night and day, pleading for a larger army, bigger guns, airplanes, maneuvers on a large scale. In

short, he was making a show of himself from the point of view of the military man of orthodox traditions. He was making the same sort of show of himself as Lord Roberts—"Little Bobs"—of Britain. Unless there was actual danger ahead, Wood could achieve nothing by his preparedness fight except loss of prestige in the army.

And then, with the suddenness of a thunderclap, the European war broke loose.

From President Wilson came the edict to the country that we must remain "neutral even in thought." Wood's answer to this curious order was to establish the Plattsburgh camp on Lake Champlain. It was an officers' training school for business men, teachers, lawyers, preachers, public officials, men of all callings. Academic military men and unreasoning administration partisans may argue even to-day that Wood was insubordinate in spirit, if not in action; but there are certainly times when blind obedience to an erring commander-in-chief ceases to be the highest duty of a military officer. Wood's course was vindicated by the events of the war. It has won him the admiration and active support of men of national prominence of all political parties. In response to a letter sent by the Leonard Wood League last December to men of prominence throughout the country asking support for General

Wood as candidate for the Republican Presidential nomination, Frederick Coudert, the distinguished international lawyer of New York City, and a Democrat, wrote as follows:

I have your letter of the 15th in regard to the nomination of General Wood and would say in reply that I am most earnestly hopeful that General Wood may be nominated, not as you say, "to insure a Republican victory," but rather to secure a strong, fearless, capable Executive at a time of national and international difficulties of an extraordinary character. The independent voters of America who, when aroused, are in number sufficient to hold the balance of power, have become utterly weary of the politicians, who seek to use great problems affecting the vital interests of the nation as stepping-stones for personal or party advantage. Never have party ties been more lightly held, yet never has national feeling been more earnestly aroused than during the last two years. The nation now feels the need for a leader who will embody this sentiment in acts rather than in words.

The country is profoundly chagrined at the failure of the present Administration to do aught but substitute platitude for policy, promise for performance: a course which has led to the paralysis of government at a time when the nations of Europe look to America for guidance and coöperation in reconstructing a world shattered by war.

The lamentable situation created in Mexico by such a lack of elementary foresight and firmness such as to render ultimate intervention seemingly inevitable, and

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In Camp at Plattsburgh

General Wood and Other Officers

the inability to deal effectively with domestic problems has created an exceptionally serious situation which must compel the choice of an exceptional man.

At a time when a pusillanimous neutrality, ordered from Washington, benumbed the public mind, General Wood preached the gospel of preparedness at great risk to his own career, and inaugurated the training system which made it possible for the American army to have a corps of officers when war came. His life has been spent in creative public activity, away from political machination and phrase-making. I believe there is to-day no one else who will make such an appeal to our independent voters whose sole concern is that the nation be respected abroad and united at home, and that pending problems be met with firm grasp and fearless mind.

When Wood established the first Plattsburgh camp in 1915, his campaign had gone beyond the college youth stage. Every able-bodied man of military age might now be called upon at any time to defend the rights of America in the gigantic contest across the seas. The first Plattsburgh camp was stern business. The men who attended it did so at sacrifice of time and money. They paid their own railroad fares, paid for their living in camp, their uniforms and all equipment, except arms.

The Plattsburgh camp was more than a camp, more than a training school for officers. It was an idea which caught the imagination of every

red-blooded American. Ideas leap from one land's end to another and across international boundary lines. There were five training camps established in 1915 with a total attendance of more than 3,000. In 1916 there were six camps and the attendance grew to more than 16,000.

The alumni of the first college camps in 1913 had formed an organization which they had called the National Reserve Corps, whose coat of arms bore the inscription: "Ready, Organized, Prepared," and whose slogan was: "Striving for Peace, but Ready for War." The men who attended the first Plattsburgh camp formed a society just as the college men of the Gettysburg and Monterey camps had done, and in 1916 these two organizations merged under the name of the Military Training Camps Association of the United States. Being true Americans, no members of this body had any fear that this democracy was in danger of becoming militaristic in spirit. They were merely translating into deeds old Cromwell's wise saying: "Trust in God, but keep your powder dry."

Having fathered the training camps movement, General Wood became their leader and constant advisor. He inspected them, counselled the instructors, and inspired the students by his patriotic utterances and his clear, practical lectures on military subjects.

Officially he occupied a high army position, but unofficially he was far removed from the seat of power. His volunteer activities did not find favour in the eyes of the Administration. It must be recalled that President Wilson, who had commanded the nation in 1914 to remain "neutral in thought," was about to appear for reëlection under the slogan, "He kept us out of war." And yet, here was a Major-General of the United States Army going up and down the land preaching readiness for war and urging the flower of American manhood to enlist in the military training camps and prepare for the worst.

What gave Wood peculiarly great strength with the masses of the American people, who from the beginning of the war were overwhelmingly pro-Ally, was that he sandwiched his speeches and articles on preparedness with two-fisted action of the sort that Americans like. His words were propped up by deeds. The Boston maneuvers, the student camps, Plattsburgh, were deeds. They stood forth like hard and clear mountain peaks above the beautiful, smooth billows of oratory which flowed from the White House.

And Wood talked facts, hard, uncompromising facts, which nobody could dispute or argue against. He was indefatigable, working just as he had worked in Cuba, night and day. Most of us had

studied American history rather uncritically at school, especially the military part thereof. Wood found time to rewrite whole chapters of our military history, turning the spotlight on some extremely disagreeable facts. He showed that we had never been adequately prepared for any war in which we had ever engaged, and pointed to the heavy sacrifice in blood and treasure which we had sustained through unpreparedness and defective military organization from the Revolutionary War down to the Spanish-American War. In his book entitled "Our Military History, Its Facts and Fallacies," he gave documentary proofs that some of our campaigns in the Revolutionary War, the War of 1812-14, and the Civil War were not all glorious for American arms. They were, in fact, disastrous.

His statistics showed that in our wars we had always had superiority of troops, in some cases overwhelming. We had enrolled 400,000 soldiers in the Revolutionary War and yet Washington at no time had an effective force of more than 20,000 men in line, the large numbers of militia called from time to time being practically useless. He quoted Washington who said: "To place any dependence upon militia is assuredly resting upon a broken staff." In this volume Wood quoted at length Washington's appealing letters, describing

the disheartening trials of the war, due to the militia system, short enlistments, and lack of organization. Wood wrote:

> Briefly, these are the lessons of the (Revolutionary) war. That a confederation of states, without a strong central government under the direction of citizens without experience in military matters and under conditions which permit each state to raise, arm, and equip troops, is an exceedingly weak form of government for the prosecution of war; that the war resources of a nation can only be employed to the greatest advantage when used as a national force under national control and direction; that undisciplined and raw levies cannot meet disciplined troops with any hope of success; that voluntary enlistments based on patriotism and the bounty cannot be relied upon to supply men for the army during a prolonged war, but that men should be enlisted for the period of the war; and, finally, that we should turn to the policy of general military training with a fixed period of obligation for all able-bodied men.

So much for the militia system. Of the War of 1812-14 Wood wrote:

> We had apparently learned very little from the lessons of the Revolution. The war, taken as a whole, was a series of disasters and reverses on land, many of them highly discreditable in character. Our record on the sea was much better, and we gained many notable successes. The men of the fleet and on the individual ships of war were better trained and better disciplined than those of the land forces.

He emphasized that during our Indian war, following the second war with Britain, this nation with a population of seventeen million people had spent seven years struggling with twelve hundred Indian warriors, finally closing the fight without accomplishing its object, that of forcing the emigration of the Reds. Passing over the Mexican war, which was on the whole our best-conducted war, we come to the Civil War. Here Wood again pointed out the failure of the militia feature and of the volunteer system for both the North and the South. Both had to resort to the draft, then continuing: "The Confederacy really conducted the war as a nation; the Union as a confederacy. By so doing, the Confederacy added at least fifty per cent. to its efficiency. New regiments were not created to the extent that they were in the North. Volunteering, as could have been expected, and doubtless was expected by all who had any knowledge of our military history, diminished after the first excitement was over, and the draft was in general application, both in the North and the South."

In preparation for the coming struggle, Wood was striking heavy blows at the volunteer and militia systems, and wisely preparing the nation by the soundest educational methods for universal service. When we finally entered the war and

determined to fight it as a nation, making use of conscription, the country overwhelmingly approved this means of distributing the sacrifice. And no man in this great country had done so much to prepare the way for universal service as Major-General Leonard Wood. For this service alone he deserves the undying gratitude of the people of the United States.

In those tense days before we declared war on Germany, it was naturally impossible for any man to stir around the way that Leonard Wood did without arousing bitter opposition and active enmity of thousands of people. That might have been expected from the first by any one who knows the peculiarities of human nature. That the head of the War Department in Washington and other high officials of the Government would be moved to anger by the volunteer work of the man whose sole object was to prepare the country against danger at the time the world was passing through the greatest war tragedy in history, seems almost unbelievable, especially in view of the fact that victory for the Central Powers of Europe would menace all our democratic institutions and lead to greater armed conflicts. Yet, everybody knows to-day that from Washington emanated the chief opposition against which Wood had to contend.

Early in 1915 Wood, then in command of the

Department of the East, was asked for trifling assistance by the newly organized American Legion (not the organization of the same name formed after the war by the World War veterans), a patriotic society which proposed to list and classify all Americans of military age who had had some military training. Officers of the Legion asked Wood to lend them the services of one of his aides to explain to them the War Department's standard method of grouping and classifying reserves. The society proposed to present the whole list, containing some 250,000 names, to the War Department without cost.

Wood was most favourably impressed by the constructive and practical programme of the Legion. He knew that Roosevelt had given it his endorsement, and was much interested in its work. He could do no less than assign his aide to the brief task of showing the Legion's officers how to go about their classification labour so as to conform most closely to the records of the War Department. He reported on the whole matter to Secretary of War Garrison.

In reply Wood received a letter from Garrison, dated March 11, 1915, virtually rebuking him for having anything to do with the American Legion, and ordering him to shun it in the future. While recognizing that it might be desirable for the War

Department to possess such a list as the Legion proposed to draw up, Secretary Garrison held that it was "undesirable" for officers of the army to have any connection with organizations outside the War Department, dealing or contemplating dealing with the same matter.

But the real storm against Wood did not break until after Colonel Roosevelt delivered his famous talk at Plattsburg on August 25, 1915. He did not mention the Administration at all nor any government officials. He delivered himself of a few caustic sentences about the hyphenates, and paid his compliments to the "pacifists and poltroons" who refused to fight for their rights and apparently desired to "Chinafy" the country. While criticizing the German-Americans of divided allegiance he emphasized, as he often did, that the bulk of Americans of German descent were one hundred per cent. loyal, saying that one could fill every high government office from the president down with men of purely German blood who had proved to be nothing but Americans.

The Colonel had prepared an address, but it was not until late in the afternoon that he spoke and the light was too dim for him to read his speech as he had intended. His remarks, therefore, were largely extemporaneous. About five thousand persons heard the address, student officers and civilians.

The mischief of his Plattsburg visit was caused by a dictated statement which the Colonel gave to the newspaper men at the Plattsburg railroad station, way outside the camp, while he was waiting for his train to New York.

"I wish to make one comment on the statement so frequently made that we must stand by the President," said Colonel Roosevelt. "I heartily subscribe to this on condition, and only on condition, that it is followed by the statement 'so long as the President stands by the country.'

"Presidents differ just like other folks. No man could effectively stand by President Lincoln unless he had stood against President Buchanan. If after the firing on Fort Sumter President Lincoln had in a public speech announced that the believers in the Union were too proud to fight; and if, instead of action, there had been three months of admirable elocutionary correspondence with Jefferson Davis, by midsummer the friends of the Union would have followed Horace Greeley's advice to let the erring sisters go in peace, for peace at any rate was put above righteousness by some mistaken soul, just as it is at the present day."

The next day Secretary of War Lindley M. Garrison sent the following telegram to General Wood, informing newspaper men in Washington

that he had done so without consulting President Wilson:

I have just seen the reports in the newspapers of the speech made by Ex-President Roosevelt at the Plattsburgh camp. It is difficult to conceive of anything which would have a more detrimental effect upon the real value of this experiment than such an incident.

This camp, held under government auspices, was successfully demonstrating many things of great moment. Its virtue consisted in the fact that it conveyed its own impressive lesson in its practical and successful operations and results.

No opportunity should have been furnished to any one to present to the men any matter excepting that which was essential to the necessary training they were to receive. Anything else could only have the effect of distracting attention from the real nature of the experiment, directing consideration to issues which excite controversy, antagonism, and ill-feeling, and thereby impairing, if not destroying, what otherwise would have been so effective.

There must not be any opportunity given at Plattsburgh or any other similar camp for any such unfortunate consequences.

In reply to this stinging rebuke, General Wood sent Secretary Garrison this message:

Your telegram received, and the policy laid down will be rigidly adhered to.

Aside from the fact that Secretary Garrison apparently made no effort to investigate fully the circumstances of Colonel Roosevelt's criticism, and reprimanded General Wood, the ranking officer in point of service in the United States Army, for statements made by another man outside the Plattsburgh camp, it might be recalled that not so very long before this incident, both he, himself, as well as Wood had been criticized by the President for making preparedness speeches, according to popular reports.

The Garrison rebuke caused a nation-wide uproar. Almost every newspaper of note defended Wood and scored Garrison. Wood, of course, said nothing.

How the camp at Plattsburgh felt about the whole matter is best shown by the fact that the rookies consisting of business men, college students, men of all political beliefs, united in the protests against Secretary Garrison's reprimand. The day after Garrison's letter was published, General Wood reviewed the student officers. The men marched in perfect order. Then suddenly someone started to applaud the General; it was enough to break military discipline for a few moments. The rookies gave vent to their pent-up feelings in a vigorous applause for Wood.

A few simple facts from the history of our

participation in the European war tell more effectively than anything else could what General Wood did to get the country ready. Our armies suffered from shortage of airplanes, artillery, and tanks, but so far as the human material was concerned, there was nothing the matter with our preparation or output.

In his report of November 21, 1918, a few days after the Armistice was signed, General Pershing stated that the first American force using American airplanes went into action in August, 1918, sixteen months after war was declared by the United States. We were in the war a little more than nineteen months, during which time not a single American battery employed an American field gun and only one hundred and nine American field guns had arrived in Europe at all. In the summer of 1918, Floyd Gibbons, the war correspondent who had just returned from France, lecturing in Carnegie Hall, New York City, told his audience:

"I experienced a great thrill to-day. Passing by the Public Library I beheld on its steps the first American tank that I have ever seen."

This remark was made all the more bitter as the speaker had lost an eye and had been otherwise seriously wounded while going over the top with American soldiers fighting machine guns. Dur-

ing the last part of the war our army was the only one in Europe to fight machine guns with flesh and blood. The French and the British either used tanks or else smothered machine-gun nests with artillery fire. Our artillerymen were equipped with French field guns of ancient model. We borrowed our tanks from our Allies.

But we had trained nearly 4,000,000 soldiers before the Armistice was signed and more than half of that number had gone to France. More than 200,000 officers had been trained.

What astonished the British, French, and Italian officers more than anything else was not our ability to raise such a large army, but the miraculous facility with which we trained such a large number of officers in such a short period.

It was the result of Wood's work. These 200,000 officers were not trained in the camps that he established before we entered the war, but when we did declare war, the United States possessed the mould and model of officers' training camps. The Plattsburgh idea was responsible for the seemingly miraculous results attained by the United States in officering our troops. As a matter of fact, training 200,000 officers in nineteen months was no miracle at all. Wood had been preparing for the job since 1913, the year before the European war began, when as Chief-of-Staff he established

the first student camps at Gettysburg, Pennsylvania, and Monterey, California.

Now we come to the astonishing series of humiliations which the Administration heaped on General Wood, seemingly as punishment for his activities in insuring American victory. Shortly before the United States declared war and at a time when everybody knew it was inevitable, David Starr Jordan, one of the country's chief apostles of pacifism, wrote a letter to Secretary of War Newton D. Baker, who had succeeded Garrison, complaining against General Wood's speeches.

Immediately after war was declared, Wood wrote and personally delivered two letters, one to the Adjutant-General of the Army and the other to the Chief-of-Staff, asking for service abroad. He was then fifty-six years old, sound in mind and body, and in service the ranking general officer of the army.

He never received any reply, not even an acknowledgment. What he did receive was notice that the Department of the East which he commanded had been divided into three small departments—although several governors of the Atlantic states had vigorously opposed such a plan. With this notice came an order relieving Wood of his command and offering him the choice

of three military positions, the Philippines, Hawaii, or the "less important post" at Charleston, South Carolina, headquarters of the newly created Southeastern Department. Wood chose the "less important post."

Apparently the War Department paid greater heed to Dr. Jordan's letter protesting against preparedness when war was at hand, than to General Wood's letter asking for assignment at the front.

Although the whole country knew that Wood had won the disfavour of the Administration nevertheless his demotion came as a great shock to most people. Again the press took up the cudgel in Wood's defence just as it had done following the Plattsburgh incident. The Department of the East is known as one of the most important military commands in the country, and friends of the Administration, as well as its foes, felt that a great mistake was being made not only in removing General Wood from a big command to a comparatively insignificant one, but in the very act of humiliating an officer who had been so conspicuously active in doing everything he could to make the country more ready for the struggle.

Wood assumed command at Charleston in the early part of May, 1917. During the next few

months he managed to find plenty to do selecting and planning eleven large camps for the National Army and three officers' training camps, one at Oglethorpe, Georgia, one at Atlanta, and one at Little Rock, Arkansas.

Reprimands and the shifting of Wood to less important fields of activity did not seem to be having much effect. In favour or out of favour, Wood was following his old habit of keeping busy and doing a lot of useful work. Whether or not this was recognized by the Administration, the fact remains that Wood was transferred again in August, 1917, still farther away from the scenes of most active war preparations. This time he was shifted to Camp Funston, Kansas, to train and command the 89th Division of the National Army.

This kicking of General Wood from pillar to post was utterly futile. It harmed only the Administration, while enhancing Wood's popularity. Through his unselfish devotion to the country's cause Wood had become a central figure in the war. Apparently the Administration was determined to move him from the centre of the stage, but Wood had the peculiar habit of taking the centre of the stage with him. When he was shipped from South Carolina to Kansas, South Carolina regretted the move and Kansas rejoiced.

Was the transfer intended as a demotion? If it was, Kansas had a ready answer. Kansas made Wood a Citizen Extraordinary through the following proclamation of Governor Arthur Capper:

STATE OF KANSAS

GOVERNOR'S OFFICE

KNOW ALL MEN BY THESE PRESENTS:

INASMUCH as the life of a state, its strength and virtue and moral worth are directly dependent upon the character of the citizens who compose it and

INASMUCH as it is a solemn obligation imposed upon the Governor of the state to promote and advance the interests and well-being of the commonwealth in every way consistent with due regard for the rights and privileges of sister states, and

WHEREAS, the soldier, Leonard Wood, Major-General in the United States Army and now commandant at Camp Funston, has shown by his daily life, by his devotion to duty, by his high ideals and by his love of country, that he is a high-minded man after our own hearts, four-square to all the world, one good to know,

NOW, THEREFORE, I, Arthur Capper, Governor of the State of Kansas, do hereby declare the said

MAJOR-GENERAL LEONARD WOOD

to be, in character and in ideals, a true Kansan. And by virtue of the esteem and affection the people of Kansas bear him, I do furthermore declare him to be to all intents and purposes a citizen of this state, and

as such to be entitled to speak the Kansas language, to follow Kansas customs and to be known as

CITIZEN EXTRAORDINARY

[SEAL] IN WITNESS WHEREOF I have hereunto subscribed my name and caused to be affixed the Great Seal of the State of Kansas. Done at Topeka, the capitol, this 19th day of December, A. D. 1917.

ARTHUR CAPPER.
Governor.

Late in November, after he had his training work well advanced, Wood was ordered to France, as were most of the other officers in command of National Army cantonments, to observe the military operations at the front. He landed in Liverpool on Christmas Day, and while in England conferred with General Robertson, British Chief-of-Staff, and General French.

On January 27th, while watching artillery practice at Fère-en-Tardenois a mortar shell burst inside the gun exploding the piece. The whole crew was blown to pieces. Four officers standing near General Wood were instantly killed. Colonel Charles E. Kilborne, Wood's Chief-of-Staff, was badly wounded in the face and Major Kenyon A. Joyce, another aide, received a wound in the arm. The General himself received a severe wound in his left arm. He was the only man standing near the gun who was not killed. General Wood was

removed to a Field First Aid Hospital for an emergency dressing. The next day he motored about one hundred miles to Paris where he entered the French Officers' Hospital in the Hotel Ritz. Thanks to the excellent surgical attention he received and his own splendid physical condition, he recovered rapidly. While mending, he was consulted by Clemenceau, Poincaré, and Joffre. About the middle of February he left for the United States.

No sooner had he reached Washington than seemingly inspired news stories began to appear in the press reflecting doubt that he would be sent back to France for active duty. It was announced that he would have to pass a physical examination. A few days later Wood was examined by a Medical Board consisting of Major W. J. Mayo of Rochester, Minnesota, Colonel W. T. Longcope of New York City, and Colonel Frank Billings of Chicago, all medical scientists of international reputation. The board pronounced Wood sound and physically fit to command at the front.

Like all the general officers who had been sent abroad for inspection, General Wood was summoned before the Senate Military Affairs Committee and questioned as to the conditions at the front and the need of men. He told the Committee that America must prepare to raise an army

of 5,000,000 men. One newspaper commented later that it was not until Wood had given his estimate of the military requirements that President Wilson began to talk about an army of 5,000,000. "No other American general returning from France had said anything about 5,000,000 men," as one Eastern newspaper put it, "only Wood. The fault of Wood is his size."

After appearing before the Military Affairs Committee, Wood left for Camp Funston to resume his work of training the 89th Division which was completed the latter part of May. The 89th was then ordered abroad for service. Accompanying his division to New York, General Wood had no intimation that he would not be sent overseas, but on arriving at Camp Mills, Long Island, on May 25th, he found an order from the War Department relieving him of his command and instructing him to go to San Francisco to take charge of the Western Department. Two days later, General Wood went to Washington where he asked President Wilson and Secretary of War Baker to rescind the order and give him permission to go abroad. He was told that the President would take the matter into consideration. That was the last he heard from the President. Wood returned to New York City to bid farewell to his division. Reviewing the

troops for the last time, he addressed his men as follows:

"I will not say good-bye," and those who heard him said his voice trembled with emotion. "But consider it a temporary separation—at least I hope so. I worked hard with you and you have done excellent work. I had hoped very much to take you over to the other side. In fact, I had no intimation, direct or indirect, of any change of orders until we reached here the other night.

"The orders have been changed and I'm to go back to Funston. I leave for there to-morrow morning. I wish you the best of luck, and I ask you to keep the high standard of conduct you have had in the past. There isn't anything to be said. The order stands, and the only thing to do is to do the best we can—all of us—to win the war. That's what we're here for, that's what we've been trained for. I shall follow your career with the deepest interest, with just as much interest as though I were with you. Good luck and God bless you."

Before leaving he shook hands with every man in the entire division.

So far as we know, General Wood has never made any other comment on the order which deprived him of the command of his division. No one has ever heard him speak one word of criticism against his shabby treatment. There was no need

of it. Everybody else spoke for him. Even the strongest Democratic papers in the country denounced as mean-spirited and utterly un-American this attempt to humiliate a man with such a long and honourable military and civil record. The storm of indignation proved too strong. The Administration compromised. The order assigning Wood to San Francisco was revoked and he was sent back to Camp Funston instead, to train a new division, the 10th, which was ready to go abroad on November 11th, when the Armistice was signed.

The Washington correspondents tried to pry from the Administration some intelligent explanation for keeping Wood at home. But their effort was in vain.

In spite of the crowding events of great importance during the last few months of the war, the Administration found it hard to live down the Wood episode. "Wood has been like a sore thumb to Wilson," remarked Colonel Roosevelt. When members of Congress, newspapermen, and others, who were not afraid to offend the powers in Washington, even in time of war, returned from overseas with stories about the shortage of American artillery, airplanes, and tanks, the Administration would be reminded sharply of its treatment of General Wood. This man whom Washington

sought to bury in Hawaii, or the Philippines, as far from the war as possible, had done more than any other man in the country to get us ready.

Ex-President Taft in an article under the headline "The Shelving of Wood," in the Philadelphia *Ledger* of June 1, 1918, wrote:

> The country is seriously disappointed that General Wood has not been permitted to go abroad with the division which he has been training. The New York *World* (strong Administration supporter) refers to the change of orders in his case as likely to leave a bad taste in the mouths of the friends of the Administration. Those who are not thick and thin followers of the President are even more disappointed. The previous treatment of General Wood creates doubt of the explanation that his shelving is due to General Pershing's request. The suspicion that it is but a continuation of the disciplining of General Wood, this time for his recent frank attacks before the Senate Military Affairs Committee, will find strong lodgement in the minds of the people.
>
> One may recall Lincoln's long patience with McClellan's rude remarks and insulting conduct toward him, and Lincoln's remark that he would hold McClellan's horse for him if McClellan would only render the service the country needed. With a like spirit, Lincoln called Stanton to the war office in spite of Stanton's previous bitter criticism of him and his administration.

The popular disgust aroused by what now appeared to be a set programme of hounding General

Wood aroused Congress, and on June 11, 1918, Secretary of War Baker was called before the Military Affairs Committee and questioned why Wood had been kept at home. One of the Senators gave this report of the meeting:

"Mr. Baker told us that he did not know what was in the mind of the Commander-in-Chief as to Wood. Which translated, I suppose, means that the President has not told Mr. Baker what he proposes to do with General Wood."

According to newspaper reports, Senator Hitchcock questioned Baker as to the cause for relieving Wood of his command. "Mr. Baker at once assumed his best defensive methods, and all cross-questioning failed of its purpose." On the same day that Baker was being grilled, Roosevelt said in a speech in St. Louis:

"If this country had followed the advice General Wood gave us three years ago, if we had utilized the knowledge he had and profited by his vision when we entered this war, we would have had 2,000,000 trained men and the arms to equip them. Russia would never have broken down and peace would have come within ninety days."

On the next day Senator Johnson of California, now one of Wood's rivals for the Republican presidential nomination, asked the Administration to explain Wood's recall, and read before the Senate

many editorials from papers of all political opinions demanding such an explanation. Among the other members of Congress who volunteered as Wood champions at this time was Representative Richard Olney, a Democrat, of Massachusetts and a member of the House Committee on Military Affairs. Mr. Olney, who had formerly urged the promotion of Major-General Wood to the rank of General, now addressed an appeal to Secretary Baker, but nothing was done.

X

The Champion of Law and Order

AFTER the Armistice, Major-General Wood was transferred to the Central Department with headquarters in Chicago where his duties consisted chiefly of superintending demobilization. It was an eminently respectable assignment demanding the services of a man of tried administrative ability. Next to the Eastern Department it was perhaps the most important post in the country. But nothing of any consequence was due to happen there.

It was deadly dull, routine, swivel-chair work which Wood encountered in Chicago. Fortunately, he had not gotten out of his old habit of picking up odd jobs.

One evening during the winter of 1918–19, General Wood was walking to his hotel from the army headquarters in East Ohio Street when he encountered two young men in uniform. Both boys were intoxicated. Each had lost an arm. General Wood stopped them and began to ques-

tion them. They had been discharged, they told the General, and had stopped off in Chicago on their way to their homes in the West. A well-meaning civilian had offered them a drink. There had been a soldiers' celebration in the course of which they had lost all their money and their railroad tickets. General Wood sent the boys to a hotel and paid for their supper and lodgings over night.

It was an act of kindness such as any American soldier or civilian might have performed. But Wood did not stop with providing food and shelter for the boys for one night. He recognized the misfortune of the soldiers whom he had befriended merely as a sample of thousands of similar cases.

The war heroes were returning, most of them mere boys who a few years ago had been wearing knickerbockers and had never been away from their homes until they were called to fight for their country. In the army they had been protected by military discipline. Discharged, they were adrift, boys once more, subject to great temptations, especially during the first few days after their return when they were lionized by their fellow citizens.

The day after he met the two wounded veterans. Wood started his reconstruction work in behalf of returned soldiers in Chicago. He turned his great

organizing ability to the task of forming a central bureau for aiding the discharged soldiers. The work had already begun, but in a rather slip-shod way. Chicago as well as other cities had several such bureaus, but they lacked organization. They were scattered units without any centralized team work. The Chicago bureau as organized by Wood became the model for the Federal Bureau for finding employment for returning soldiers. Under the guidance of Major-General Leonard Wood, the man who had unwillingly stayed at home, the Chicago Federal Bureau won the reputation of being the most efficiently run office of its kind in the country.

General Wood's plan for assisting the veterans included a central registration office, an efficiently run employment bureau, sleeping quarters for men without funds, and an information bureau to guide soldiers to places where they might secure wholesome food and clean beds at reasonable prices. He secured the coöperation of Chicago's leading business men and representatives of the various societies which had turned their energies to war work, including the Salvation Army, the Red Cross, the Y. M. C. A., the Y. W. C. A., the Knights of Columbus, the Chicago Vocational Training Board, the Jewish Welfare Board, the Farm Labour Administration, the Women's Trade Union League, the Lodging Bureau of Chicago,

and scores of church organizations and other societies.

In the summer of 1919 there occurred in the second largest city in the United States a race riot which in brutality and mob violence surpassed any outburst of lawlessness this country has ever known. By the time the local police and state authorities had crushed the mob spirit and restored order, thirty-five Negroes and twenty white persons were reported to have been slain, while scores of men and women had met with serious physical injury.

It was indeed an ugly blot on American history, as humiliating to the nation as it was to the city in which it occurred. But fundamentally the riot in Chicago was no more criminal nor disturbing than other demonstrations against law and order which have taken place within the past year, but which have been more promptly quelled, and consequently have not resulted in such heavy bloodshed.

The country had hardly recovered from the first sharp shock of the Chicago riots when a similar outburst occurred in Omaha, Nebraska. The circumstances which led to the Omaha riot differed only in details from the Chicago incident. Both were spontaneous outbreaks of mob passion directed against the coloured people.

The mob in Omaha stormed the county jail,

lynched a Negro accused of having assaulted a young white woman, almost succeeded in lynching Edward P. Smith, the heroic Mayor of the city, who attempted most courageously to save the coloured prisoner from illegal execution, and burned the courthouse and county jail.

Governor Samuel R. McKelvie of Nebraska immediately called for Federal troops. When he received word of the riot, General Wood, in whose district (the Central Department) the crime occurred, was on an inspection tour in South Dakota, far from the scene of disorder. He at once sent his terse orders over the wire, and within a few minutes after Governor McKelvie had appealed for help, trained veterans were rushing to Omaha. Wood commandeered a railroad engine and a caboose, and rode a night's journey to connect with a train which took him to Omaha. He was in the city the day following the lynching, and sixteen hundred picked soldiers were patrolling the streets. In less than twenty-four hours law and order were restored and one hundred and fifty of the rioters were in jail. Three days later Wood left Omaha, a quiet and orderly community.

The main difference between the Chicago and Omaha riots lay in this: that in the Nebraska city the mob which had declared itself an outlaw of civilization was pacified within twenty-four hours

by a handful of troops directed by a strong leader who never allowed himself to become excited. Not a shot was fired in stamping out the condition of anarchy which temporarily prevailed. Had the state of Illinois availed itself of the same leadership, it is virtually certain that not a single person, black or white, would have met death or injury after the first mad demonstration on the bathing beach of Lake Michigan.

Though inspired solely by race prejudice, the Omaha riots developed certain disquieting phases which did not escape Wood's observation. There was no industrial battle being waged, but disorder having broken loose, radicals of the city sought to foment a continuation and extension of the trouble. Wood discovered that the Reds were on the spot supplying liquor and appealing to the worst element with inflammatory speeches. The Reds were ready to convert a race riot into a political riot.

If it had been the Administration's plan to keep Wood in the background where the people of the country would forget him, that plan was cracking. From coast to coast he had been applauded for his constructive and effective means of aiding the returning soldiers. His success in stamping out the flame of anarchy in Omaha had a bracing effect on the whole country which had already begun to grow nervous under repeated mutinies

against law and order. Nor did the leading educational institutions of the country seem to approve the Administration's course, for they began to shower General Wood with academic honours. His Alma Mater, Harvard, had conferred on him an LL. D. degree in 1899. Williams College had bestowed on him a similar honour in 1902, and the University of Pennsylvania in 1903. Between 1916 and 1919 honorary LL. D. degrees were given General Wood by Princeton, University of the South, University of Michigan, Union College, Wesleyan and George Washington universities, while Norwich University and Pennsylvania Military College bestowed on him the degree of "Doctor of Military Science."

May we quote the official citation by Princeton University, the great institution formerly presided over by Woodrow Wilson, accompanying the presentation of the honorary LL. D. degree to General Wood.

Doctor of Laws—Leonard Wood, awarded the Medal of Honour by Congress for his daring and determination in most difficult and dangerous operations; winning new credit in the Spanish War; Military Governor of Cuba, doing his work with scrupulous fairness and swift decision until the island was safely transferred to the new Cuban Republic; for five years on arduous duty in the Philippines; Governor of Moro Province; later Chief-of-

Staff and now commanding the Department of the East; Major-General in the United States Army. In our defenceless state he has sounded the reveille to waken a slumbering nation from its dream of security, bidding us rise and take our place like men to save our freedom and help to save the imperilled freedom of the world.

Months before the war closed we had begun to talk about the reconstruction and its problems. Some of our inspired sages had predicted that this would be a different and a better world as soon as autocracy had been overthrown and the world made "safe for democracy." They had told us that the blood-bath in Europe would cleanse our hearts of unselfishness, and once Germany was beaten, peace and social justice would reign for evermore.

On the other hand, the radicals of the country, who were fairly eating out their own hearts with class hatred, threatened the Government with destruction and damnation, applauded every strike, excused every act of violence against law and order, and openly advocated the Russian order of things as a panacea for all governmental ills. They shouted themselves hoarse over the general strike in Seattle, gloated over the tragedies of Chicago and Omaha as symptomatic of the Government's inefficiency, and waited im-

patiently for the two great industrial battles—the steel and the coal strikes, toward which the country was being permitted to drift. The forces of Capital and Labour were piling up arms and ammunition for an annihilating war which would cripple industry and bring discomfort and suffering to millions.

On October 6th, Governor Goodrich of Indiana telephoned General Wood asking him to take charge of the strike situation in Gary, Indiana, the chief centre of the steel labour war. Conditions in the city had become so difficult that the local police and the state militia were unable to assure law and order. In defiance of the local authorities, mass meetings were being held by strikers addressed by men who advocated direct action in all labour disputes.

Wood received the call for help at his headquarters in East Ohio Street, Chicago. A few minutes later army trucks packed with overseas veterans were speeding from Fort Sheridan, north of Chicago, to the steel city about thirty miles south of Chicago. Colonel Mapes was in immediate command. Five hours after Governor Goodrich had telephoned, the soldiers were in Gary with Wood in general charge.

The Gary situation was so loaded with mischief that many friends of the General, who were already

pushing him to the forefront as Republican presidential candidate, charged that the Administration purposely had left him in command of the Central Department in order that he should receive the onus of the blame if there should be any trouble in Gary. There is every reason to believe that no such motive existed. General Wood could easily have evaded going to Gary. He voluntarily assumed charge of patrolling the steel strike and restoring law and order in a town which last October probably had a larger proportion of wild-eyed radicals than any other community in America.

It was the same old story. Wood walked in, and disorder and anarchy walked out. There was no further excitement to be found in the place. Gary, Indiana, had figured on the first pages of all the daily papers of the country for days until Wood arrived. After most of the agitators had fled and the radical leaders, who stayed, had been arrested, Gary became a city of no news which meant good news. Law and order were restored by the old Wood method, without the firing of a shot. The city has since witnessed a tense labour struggle, but strikers, workers, employers, and other citizens of Gary have walked the streets in security. Their freedom, guaranteed under the Constitution, was not abridged, and they were relieved from

daily association with some of the most undesirable elements of the land. Gary was the nerve centre of the great labour struggle in which more than 200,000 men were involved. With 1,200 soldiers, Wood kept the place peaceful.

General Wood kept Gary quiet and orderly without arousing either antagonism or criticism from the labour leaders themselves. One of the champions of the strikers, known to sympathize with the radical wing of the American Federation of Labour, said:

"I doubt whether the Gary job could have been done better. There was military administration at Gary that was somehow coolly and shrewdly managed from the top; in similar situations, it has almost always happened that the military permitted itself to be used, was outmaneuvered or tricked by the instruments and machinations of the anti-labour crowd, while at Gary I found the feeling on both sides that the military was neutral."

General Wood and his men were strictly neutral except toward the prosperous little nest of Reds in Gary. Wood cleaned out that nest, arrested the revolutionary fledglings and turned them over to the proper authorities. One morning the newspapers published a story stating that censorship had been established. Another press report

stated that Wood had made a personal application to the War Department that he be assigned to duty in the strike-stricken city. Both tales were without any foundation. The censorship story probably grew out of the fact that newspapermen were warned by the military authorities not to publish certain reports until they could be verified. The story of Wood's application to the War Department for duty at Gary is almost too absurd to pay attention to. Gary was within his military jurisdiction. He might have asked to be relieved from duty there. He would no more have asked to be placed in charge there than a captain of a company would ask Washington for permission to take charge of his own company.

At the request of Governor John J. Cornwell of West Virginia, General Wood sent eight hundred veterans of the First Division to West Virginia the last of October to prevent any disorders in the coal strike. No trouble occurred and the troops were never required to use their weapons. In the coal fields there was probably less radicalism among the workers than in Gary. On the other hand, the coal miners were in a bad temper, ready for a fight at any moment. They were used to hunting in the mountains. They were expert riflemen. Only the prompt arrival of troops, which could assume absolute control, assured peace.

No sign of lawlessness of any sort appeared after Wood assumed charge. Neither employer nor employee could charge that troops were taking sides in the labour fight. In Gary, Wood had permitted the strikers to hold mass meetings in halls as long as there was no seditious talk against the Government. The right of assembly and free discussion was never tampered with. The same rule prevailed in the coal districts.

In discussing the two strikes, Wood declared that he had found the overwhelming majority of the workers and strikers thoroughly loyal. Disloyalty, he found, was confined to a very small number, mostly foreigners—anarchists and Bolshevists.

Late in November, after he had ample opportunities to study the coal and the steel strike, General Wood said:

"While we deprecate and denounce the alien un-American influence that is endeavouring to poison the minds of our labouring men, it is imperative that we should satisfy the demands of the workers for a fighting chance in life for themselves and their families. This applies to every labourer, whether he works with his hands or his brain, whether he digs coal from a mine or plants Greek roots in a college.

"No industrious man or woman, equipped to

perform satisfactorily their special tasks, should be forced to worry about the necessaries and comforts of life. Whenever, or wherever, it is discovered that a worker hasn't a fighting chance in life the conditions should be changed at once.

"That was a sound proposition of our forefathers that every man is entitled to life, liberty, and the pursuit of happiness. And he is assured of not one of the three unless his labour receives a just reward.

"It boils down to this, that we must establish keen sympathetic relations between all types of men, between those who employ and those who are employed. Every man should be a property owner, and every man should be given an opportunity to become such. This is, of course, a generality, but the problem confronting us can be solved if we stick to our American faith in the efficacy of publicity. What we need are facts and figures.

"Our laws are made by public opinion and public opinion will go wrong if it hasn't the facts. What we've got to stand for now are the rights of property, the domination of law, and the maintenance of public order.

"None of these can be maintained if we submit to either an autocracy of wealth or an autocracy of labour. We must insist upon democracy, govern-

ment by, for, and of all the people. Through democracy, the connecting link between the prosperity of the employer and that of the labourer must be conserved.

"I don't think that our labour situation is so complicated that it cannot be remedied by an application of the Golden Rule. Why can't our employers realize that their employees are just as essential to their prosperity as for instance their customers. If employers treated their employees with something of the consideration that they treat their customers we'd have fewer strikes.

"There ought to be, it seems to me, a way in which these strikes might be avoided. This cannot be done unless the public knows all the facts. The labour papers present only one side of the question and it is almost impossible for the public to arrive impartially at facts. I believe that if a court were organized with the power to hear and investigate the claims made by Labour and the counter charges made by Capital, a great many of these industrial disputes could be avoided. It is my idea that a court could be so constituted that it would have the power to call upon the capitalists to reveal their books and that it could send investigators into the factories, shops, and mills in order to determine if the claims made by the employees were just. This court could then

throw the pitiless light of public opinion upon the facts and could point out definitely who was in the wrong, so that public opinion could be brought to bear upon the question. Indeed, I believe we could benefit by investigating and adopting some of the practices of Australia and Canada in these matters. An industrial court of investigation might have the power also to make an award and to enforce its decision. We hear a great deal about investigating and forcing arbitration in international disputes in order to avoid war. Why not have such a court duly constituted so as to give the public the facts in labour controversies so as to prevent or shorten the great strikes and to force the party who is in the wrong to settle on an equitable basis giving the "square deal," as Theodore Roosevelt used to say, to both or all sides.

"If we had been more careful of the foreigners whom we admitted to our shores during the years that have gone by I do not believe that we would have so much industrial strife.

"I should like to see the great organizations which performed such valiant and patriotic service during the war—the Salvation Army, the Y. M. C. A., the Y. W. C. A., the Jewish Welfare Board, the Knights of Columbus, and similar societies—turn their energies to the Americanization of the

foreigners. They are splendidly organized, they have the spirit of unselfish service, and they could not find worthier labour at this time than that of instilling into the minds of our immigrants the true principles of our government.

"But all such work must be done sympathetically and intelligently, and while we should protect the immigrant from exploitation as well as supply him with the proper instruction, there must be no attitude of patronage on our part. Personally, I favour the working methods of the Salvation Army whose members meet the people they assist on a common level and labour with them as well as for them."

The following semi-official statement tells what was done by Wood in the course of the steel strike at Gary.

In the specific case of restoring law and order in Gary, Indiana, General Wood, upon request of the Governor of Indiana, ordered a detachment of troops to proceed to that city for the purpose of protecting life and property and to bring the place back to its normal life so far as order was concerned. Accompanied by his staff officers, the General made a personal investigation of the situation and issued a proclamation defining the reasons why the United States troops occupied the city, setting forth therein rules and regulations for the conduct of all persons in Gary during the time of military occupation. This proclamation also indicated

that the city government, as established, would act as an agent of the military authorities. After this statement had been put in writing and read to the mayor of Gary, who acquiesced, it was released to the local papers and to the papers of the country for general publication. Immediately thereafter, General Wood sent for prominent citizens of Gary, for strike leaders and organizers, and for certain persons who had been identified as participants in a parade held in defiance of the mayor's orders. When these persons came together the proclamation was read to them and then General Wood said that the troops were not in Gary in the interest of the steel corporation or of the strikers, but were there solely for the purpose of maintaining law and order.

One of the strikers asked General Wood what action he would take against picketing. The General's reply was that picketing with a reasonable number of men would not be interfered with so long as the pickets did not offer violence against any persons; that the function of the pickets, as he saw it, was to speak to people, setting forth the reasons for striking and to try to get others to take the same point of view and join them in their action, but that he would not permit any violence or threats or any means of intimidation to be employed by the pickets, and that they would promptly be arrested if they disobeyed the regulation. Strike leaders notified General Wood that this arrangement was fair and perfectly satisfactory and that they were glad to have the troops in control, as they thought the strikers would get better treatment from the troops than they had been getting from the local civil authorities.

After the conference the men who had assembled

were dismissed, and General Wood sent for certain persons who had been reported to him as being of radical tendencies and having attempted to incite the people to riot. This little congregation heard a soldier's sermon. They were told that if they attempted any activities along radical lines, made any attempts to incite people to break the laws, they would be arrested at once and brought to trial. During the occupation of Gary by the military, frequent raids were made on places known as rendezvous for radical agitators. Several arrests followed and many papers and documents of various kinds of redly violent nature were confiscated; and with them there were taken a choice collection of firearms, whiskey stills, and other things. All of these raids were made by the civil authorities, backed, however, by the authority of the military. In Gary, every arrest has been made by the municipal police except in cases where men have violated the law or the rules and regulations of the military in the immediate presence of United States troops. In Gary all the men who want to work are working and without interference. It is not within the province nor the inclination of the military authorities to drive men to work who don't want to work because they have or think they have a grievance against their employers. The main thing is that order has been established in Gary and the rights of every resident of the city under the law have been safeguarded.

The career of Leonard Wood up to the present moment has been replete with big deeds, quietly, unostentatiously, and efficiently performed. There

are few living Americans who can point to a busier, more useful and more successful record. There are none who can point to an administrative and business executive record which even approaches in magnitude his Cuban exploit. And Wood was only forty-one when he left Cuba, having then restored the country from a national wreck to a happy and prosperous sovereign state.

Wood's is peculiarly an American career. His whole life has been spent in the service of his country. America has always been his chief interest. And he has hewn his own career, unaided, from the time he left his parents' home to enter college. Ours is still a land of self-made men. Wood entered Harvard University penniless, paying for his own education. He entered the army as a civilian and climbed to the top. He became Governor of Cuba without any previous administrative training and made himself a most capable government executive. He was the receiver of bankrupt Cuba, directed the expenditure of scores of millions of dollars, liquidated enormous debts, pushed through to successful completion great public works, and he left Cuba debt-free with money in the treasury.

With the vision of a true statesman he foresaw Europe's tragedy and our unescapable participation in the great war. He refused to remain silent

and inactive when silence and neutrality were commanded and when to act for the safety of the country jeopardized his personal advancement. His profession has been that of a soldier and a government executive, but he has yet to be touched by the blight of militarism. He has been entrusted by his country with many important missions and he has performed them all with distinction. He knows America as few men do. In a recent speech delivered in an Eastern city Wood said:

"The watchword of this country should be 'Steady' and the slogan should be 'Law and Order.' Hold on to the things that made us what we are. Stand for government under the Constitution. Stand for the homely, plain things which really lie at the foundation of our government. We want to stand with our feet squarely on the earth, our eyes on God, our ideals high, but steady."

To-day, when the whole world is jumpy and nervous after the superhuman trials of the late war, one would have to ponder long and earnestly before finding a sounder watchword than Wood's "Steady."

In closing this outline of Wood's life no more fitting words can be found than the tribute of his friend Theodore Roosevelt, who said of him: "He combined in a very high degree the qualities of

entire manliness with entire uprightness and cleanliness of character. It was a pleasure to deal with a man of high ideals, who scorned everything mean and base, and who also possessed those robust and hardy qualities of body and mind for the lack of which no merely negative virtue can ever atone."

THE END

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